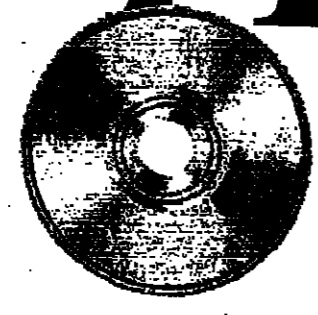


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# FINANCIAL TIMES

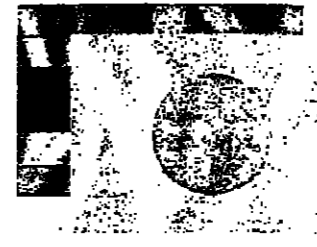


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Preventing perfect copying  
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**Born to Rebel**  
Personality by numbers  
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**Italian politics**  
Iri deal returns to haunt Prodi  
Page 3



**Today's surveys**  
Japanese Industry  
Thailand  
Separate sections

World Business Newspaper <http://www.ft.com> THURSDAY DECEMBER 5 1996

## Internet fuels 40% activity rise in Europe's IT sector

Rapidly increasing interest in the Internet has helped drive a 40 per cent increase in European merger and acquisition activity in the information technology sector this year to a value of \$71.7bn, preliminary figures from London-based specialist Broadview Associates show. Broadview estimates that there have been more than 300 Internet-related deals worldwide this year, almost triple the number in 1995. Page 12

**George V hotel fetches £104m**  
The George V hotel in Paris - one of Europe's most prestigious - was sold by UK-based Granada Group to a nephew of King Fahd of Saudi Arabia for £104m (\$174m). Prince Alwaleed bin Talal bin Abdulaziz Al Saud (left) is believed to be considering spending up to \$50m to restore the hotel to its former splendour. The 258-room George V is the second of the 17 Exclusive hotels to be sold by the TV and leisure company after a £3.9bn hostile bid for the group's parent, Forte, in January. Page 13

**Citibank to create 950 jobs in Ireland**  
US bank Citibank announced plans to create 950 jobs in Dublin processing international transactions for its corporate clients. The move boosts Ireland's growing reputation as a European centre for companies' back office operations. Page 6

**Swiss to drop quotas**  
Switzerland agreed to scrap progressively its system of work permit quotas for European Union citizens. Page 3

**Matif anticipates single currency**  
The French futures and derivatives exchange, announced plans to introduce a range of products based on the single European currency. Page 13

**CVRD sale faces delay**  
The sale of mining company Companhia Vale do Rio Doce, expected to be Latin America's biggest privatisation, is facing delay because of increasing political opposition in Brazil. Page 13

**Israel to ease Jordan trade**  
Israel agreed to abolish a controversial trading system with Jordan and pledged to cut import tariffs, in an attempt to improve cross-border trade. Page 6

**Singapore Airlines in acquisition talks**  
Singapore Airlines began negotiations to take a stake in Sempati Air, a private airline controlled by the youngest son of Indonesia's President Suharto. Page 13

**Bhutto warns against commitments**  
Ousted Pakistan prime minister Benazir Bhutto warned the country's caretaker government against long-term commitments to the International Monetary Fund and World Bank without consulting the main political parties. Page 5

**Philippines airport bid fails**  
Plans by a group of the Philippines' wealthiest ethnic Chinese businessmen to secure a contract to build a \$600m international airport in Manila collapsed after disagreements with the government. Page 12

**ADB to lend Gujarat \$250m**  
The Asian Development Bank is poised to make a ground-breaking loan of \$250m to the western Indian state of Gujarat to support policy reforms. Page 5

**Japanese companies 'should pay PoWs'**  
Japanese companies should compensate former British servicemen for hardship suffered during the second world war, UK foreign office minister Jeremy Hanley said. His comments drew a frosty response from the Japanese embassy in London. Page 7

**Shortage of Christmas nuts**  
A possible shortage has pushed up prices of almonds and pistachios, and the cost of hazelnuts has jumped 35 per cent since August after the Turkish government intervened to bolster prices. Page 12; Commodities, Page 22

**McDonald's loses 'Mc' rights**  
Allan Pedersen, who operates his McAllen frankfurter stall in the Danish town of Silkeborg, won a court victory over American burger chain McDonald's, which had disputed his right to the 'Mc' prefix. Page 13

**FT.com**  
The FT web site provides online news, comment and analysis at <http://www.ft.com>.

STOCK MARKET INDICES		GOLD	
New York S&P 500	4,421.82 (+0.87)	New York Gold	389.3
Dow Jones Ind. Av.	4,421.82 (+0.87)	London Gold	389.3
NASDAQ Composite	1,288.61 (+0.78)	London Silver	567.0
Europe and Far East			
CAC 40	2,308.85 (+0.91)		
FTSE 100	2,845.2 (-0.53)		
Nikkei	21,888.81 (+23.5)		
US LIBOR RATES		DOLLAR	
Federal Funds	5.75%	New York Exchange	1.8383
3-month Treas. Bils.	5.01%	DM	1.55575
Long Term	6.18%	FF	5.2935
Yield	5.361%	SY	1.527
		NY	113.225
OTHER RATES		London:	
UK 3 mo interbank	5.75% (annual)	£	1.5285 (1.522)
90 y GR	10.52 (181.3)	DM	1.5827 (1.5853)
France: 10 y OAT	106.44 (108.75)	FF	5.2771 (5.2942)
Germany: 10 y Bund	104.17 (104.48)	DM	1.5229 (1.5317)
Japan: 10 y JGB	104.7348 (104.5445)	NY	113.17 (113.73)
		Telco close:	Y 113.45
NORTH SEA OIL (Barges)			
Brent Dated	\$24.24 (24.05)	DM	2.9905 (2.9878)

## Paris suspends Thomson sell-off

Commission rejects offer from preferred bidder Lagardère

By David Owen in Paris  
The French government yesterday suspended the privatisation of Thomson, the electronics giant, after an independent commission rejected the terms of the offer tabled by Lagardère, the government's preferred bidder. The surprise move, which followed a nationalistic backlash against Lagardère's proposals to sell Thomson Multimedia - its money-draining consumer electronics arm, to Daewoo of Korea, dealt a fresh

blow to the authority of Mr Alain Juppé, French prime minister. It also threatens to delay further the restructuring of Europe's fragmented defence industry. Whichever company wins, Thomson will have a big advantage in the fight for mastery of this critical sector. Yesterday's announcement came after the seven-member Privatisation Commission, which vets all sales of state

assets, told the government it could not approve certain aspects of the planned transfer of Multimedia to Daewoo for a symbolic FFrl. The commission based its decision on concerns that investment and job creation were unenforceable and that a complete divestment of Multimedia would remove any prospect of the state getting a return on its investment in the group's technological expertise. Daewoo reacted furiously, with Mr Yang Jae-Yol, chairman, saying he was "scandalised" and deeply shocked by the French government's decision. The government yesterday insisted the privatisation of Thomson was "indispensable", and said it still intended to go ahead with the sale as quickly as possible. It would make known the new conditions for the sale as soon as it could. Interested parties would have to take account of the opinions expressed by the commission. Mr Juppé, who has staked his personal credibility on the success of the Lagardère bid, said the government's priorities remained "industrial coherence, the development of jobs and the preservation of the company's high technologies".

Last night, senior government officials said they remained keen to sell both parts of Thomson at the same time, but might modify the procedure. Yesterday's decision was the second serious blow to the government's stuttering privatisation programme in less than three weeks. Last month, it

Continued on Page 12  
Markets feel effect, Page 15;  
Tipped on way and Editorial Comment, Page 11; World stocks, Page 32; Lex, Page 12

## US inflation 'is a lot lower' than estimated

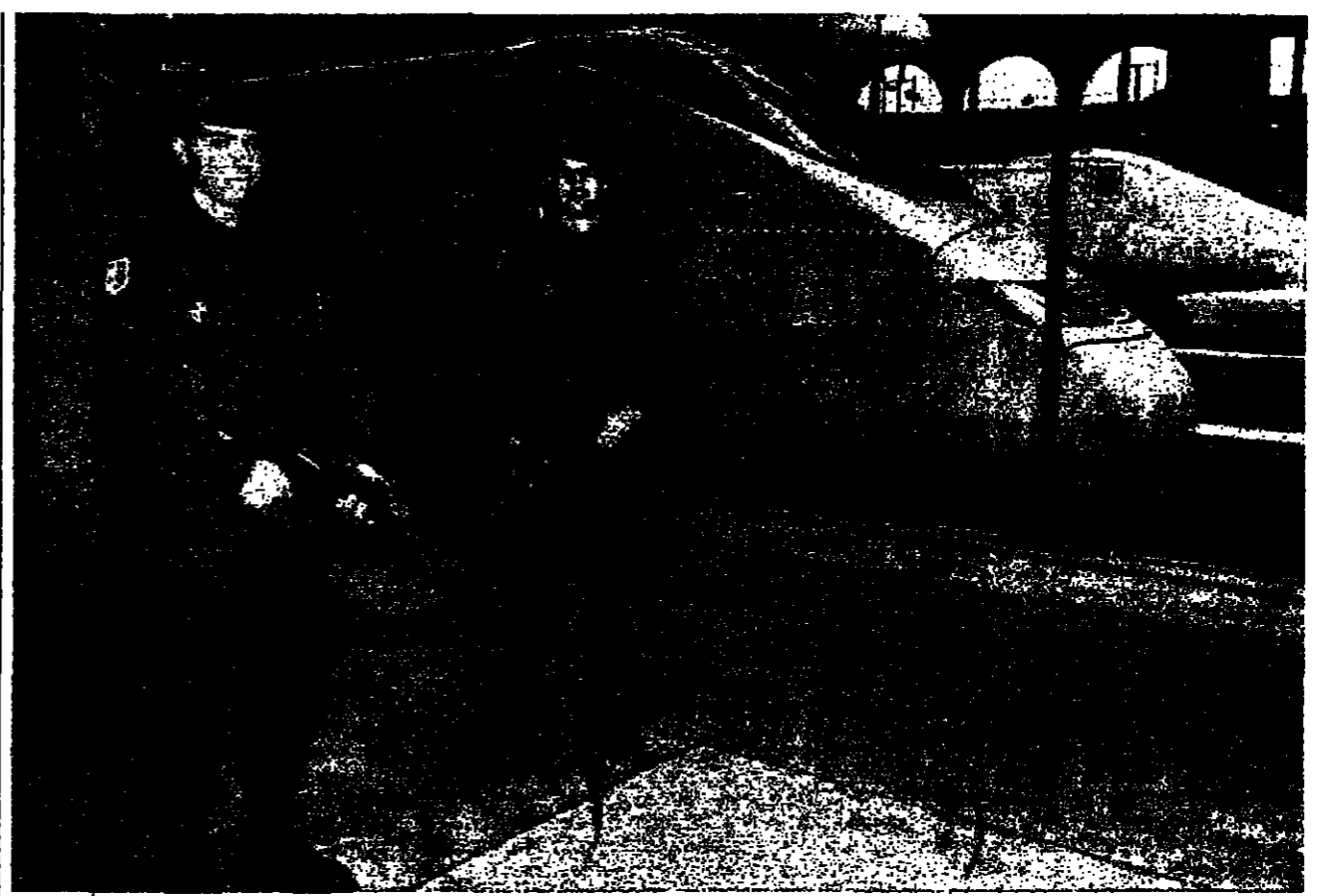
By Gerard Baker in Washington

US inflation is sharply lower than officially estimated with far-reaching implications for the country's overall economic performance and the government's budget deficit, according to a report yesterday.

The commission on the reliability of US economic statistics, appointed by the Senate finance committee and led by Mr Michael Boskin, a former chairman of the president's Council of Economic Advisers, recommended several changes to the way inflation figures are calculated and reported. It also suggested legislation to alter the payment of social security benefits and the uprating of income tax thresholds.

Its recommendations could have important consequences for government finances. Almost a third of US government spending is on index-linked items such as pensions. Thresholds at which income taxes start and at which higher rates are paid are also raised each year in line with the consumer price index, the main measure of inflation. Mr Boskin said the CPI overstated true inflation by 1.1 percentage points annually. The main reason was that the official measure did not properly reflect changes in quality when new products replace older goods. Nor did it take account of changing consumer spending patterns when relative prices changed. The latest CPI figures suggest prices are rising at 3 per cent per year, but the commission believes the correct figure should be about 1.9 per cent. "We have no doubt... our recommendations would greatly improve the accuracy of the nation's price statistics," the commission said. If the recommended method of calculating inflation were adopted, the US budget deficit would drop sharply from current projections. According to the Congressional Budget Office, a reduction of 1 point in the inflation rate would reduce the annual deficit by at least \$63bn by 2002, more than one-third of the current projected deficit for that year. However, the recommendations are certain to meet significant opposition in Congress and the administration. They would require approval by President Bill Clinton and the Republican-controlled Congress to be enacted. Although they offer a way of cutting the budget deficit significantly, the smaller increases in benefits and tax thresholds will be highly unpopular. There were indications yesterday that neither Republicans nor Democrats were keen to be the first to propose legislation to change the current system. Republican Senator Trent Lott, Senate Majority leader, called on the White House to act first. "We probably would not do it alone," he said. "I think it's something we need to do together." The report also says the over-estimation of inflation suggests US economic performance has been much better than previously thought.

Wise men boost growth, Page 4



Troops in Paris yesterday guard the first Eurostar trains to arrive after the Channel tunnel fire. The security was part of a wider operation in the French capital and other cities after Tuesday's bomb blast which killed two people. Security tight, Page 2

## IBM in record 100-year bonds issue

By Tracy Corrigan in New York

International Business Machines yesterday launched \$850m in 100-year bonds, the largest "century bond" issue ever. The issue is the latest in a spate of century bonds in the US as companies rush to take advantage of investors' appetite for higher-yield investments.

An IBM official said the deal represented an attractive financing opportunity, and the proceeds would be used for general corporate purposes including repaying shorter-

term debt and buying back stock. IBM had \$7bn in cash at the end of September, and just over \$2bn in core debt. The single-A rated bonds were priced to yield 7.22 per cent, only about 10 basis points more than investors can get for holding 30-year IBM bonds, and only 80 basis points more than for holding a

30-year US Treasury. Mr Steven Northern, a senior vice-president at MFS Investment Management in Boston, said investors were willing to lead at increasingly low rates because they recognised that the corporate sector did not need to borrow. A bond strategist added that, following a strong rally in the US bond

market, investors were keen to "pick up a few extra basis points [in yield]". IBM is the 21st company to issue 100-year bonds in the US market. Previous issuers include household names such as Walt Disney, Coca-Cola and Yale University. But \$3.6bn of

Continued on Page 12

## Bank of England reforms interest rate mechanism

By Graham Bowley and Richard Adams in London

The Bank of England yesterday announced wide-ranging reforms of the way it sets UK interest rates, in a move likely to further open up the UK government bond, or gilt, market to international investors. The Bank also intends to widen the range of counterparties with which it trades debt. These will include banks, building and securities houses, as well as the discount houses which until now have enjoyed exclusive access. From early next year, it plans to use gilt sales and repurchase agreements, or gilt repos, to manage daily UK short-term interest rates. This follows the successful growth of the gilt repo market to about \$60bn (\$101bn) since its introduction in January. The Bank's move - which it hailed as the biggest change to the way it operates in the UK money markets for more than 100 years - brings the UK into

### Move likely to further open UK government bond market

line with other European countries such as Germany. Interest rate setting for a single European currency would almost certainly be based on repo operations. Mr Ian Penderleith, executive director at the Bank, said the modernisation would put the UK in a strong position to maintain its status as a pre-eminent international financial centre even if it decided not to participate in European monetary union. He said: "We want to do what we can to promote the best practice in financial markets, which helps the economy and helps London's international position." Foreign investors hold about a quarter of outstanding gilts, which total about £250bn. Analysts said that the use of the

repo in UK money market operations was likely to boost the gilt repo market further which in turn would attract foreign investors to repo in their own government debt markets. The move broadens the range of debt instruments the Bank of England buys and sells in financial markets in order to add or drain liquidity from the banking system. Gilt repos will be used alongside the Treasury bills and local authority and bank bills which the Bank buys and sells at present. The move was welcomed by the City. "The Bank of England is finally pulling us into the 20th century," said Mr John Shepperd, chief economist at Yamaichi. Discount houses were also enthusiastic. "We welcome the move as a new opportunity," said Mr James Barclay, chairman of Cate Allen, the discount house.

Reaction, Page 7  
Lex, Page 12

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NEWS: EUROPE

# Security tight after Paris bomb

By Andrew Jack in Paris

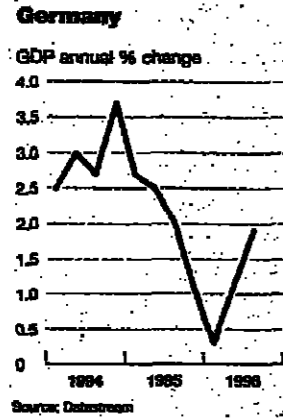
Three people were fighting for their lives and a further 23 were still in hospital yesterday after Tuesday's bomb explosion in a rush-hour commuter train in central Paris killed two people and left 93 injured.

More than 1,800 soldiers were deployed during the day in Paris and other cities around France as the VigiPirate security programme instigated after last year's terrorist attacks was relaunched. Share prices fell for "great similarities" with those last year.

The attack, which he said bore "great similarities" with those last year, Mr Jean-Louis Debré, interior minister, said after a cabinet meeting that the explosion was caused by a 13kg gas canister filled with 10cm nails.

Similar devices were used in a series of blasts over a three-month period last year which killed eight people and wounded more than 150. The blasts were linked to an outlawed armed Islamic group in Algeria.

The French foreign ministry stressed yesterday that there was no information to justify a connection with Algeria, a country with which it said it wanted to maintain "normal relations", and where a highly controversial presidential referendum last week was criticised by opposition groups.



## Hopes for German economy pick up

By Ralph Atkins in Bonn

Germany's economy saw further growth in the third quarter of this year, helping assuage fears that the recent upturn would quickly run out of steam.

Gross domestic product increased by 1 per cent in the three months to September, on a seasonally adjusted basis, compared with the previous quarter, the German federal statistics office said yesterday.

The rise followed a 1.5 per cent jump in the second quarter and confirmed the economy was expanding steadily after a dip between the end of 1995 and early this year.

Mr Günter Rexrodt, economic minister, was optimistic that economic growth would soon have an impact on Germany's high level of registered unemployment, which grew by more than 9 per cent in the year to the third quarter. Official labour market figures for November are published today.

The federal government expects the economy to grow by 2.5 per cent next year and hopes extra tax revenues generated by more buoyant activity will help the country meet Maastricht criteria on economic and monetary union. Mr Rexrodt said the latest figures showed the government's expectations were "attainable".

Signs that economic growth may have slowed since the end of the period covered by the GDP figures came on Tuesday when figures showed a seasonally adjusted fall of 1.8 per cent in industrial production between September and October. However, statistics yesterday on manufacturing orders showed a 2.9 per cent increase during the same period - suggesting that production might subsequently pick up. The rise in manufacturing orders, particularly from outside Germany, helped correct a 3.1 per cent fall in the previous month.

Analysts also expected a rebuilding of industrial stocks in coming months. This would help sustain economic growth into next year before recent cuts in federal spending began to bite.

Unadjusted third quarter GDP figures from the federal statistics office showed a rise of 2.4 per cent compared with the same period a year before. Growth has been driven largely by exports - almost certainly encouraged by recently weakening of the D-Mark - as well as government spending. Private consumption remained subdued.

Mr Rexrodt said: "It is important now that dynamic export developments translate into domestic investment activity and employment." Comparable figures for the year to the second quarter of 1996 showed a 1.5 per cent increase in GDP.

# Former big gun refines fire power

Russia's arms industry is reasserting itself in export markets, writes John Thornhill

Russia's arms exporters were crowding this week about concluding "the contract of the century" after they signed a \$1.8bn deal with India to supply it with 40 Sukhoi Su-30 fighter-jets.

The news came as a shot in the arm to Russia's arms companies, which have seen their size and status savaged since the collapse of the Soviet Union. But such rhetoric also reflects the diminished expectations of an industry, which less than a decade ago accounted for more than one-third of the world's arms trade, then estimated at about \$74bn.

Many other countries have experienced a painful contraction of their defence industries in the aftermath of the cold war but none so much as Russia. As the old saying ran, the Soviet Union did not have a military-industrial complex - it was a military-industrial complex.

Orders from Russia's armed forces have since shrunk by more than two-thirds. Many former client states, such as those in eastern Europe, have also slashed their purchases of Russian arms as they turn to western suppliers to help press their case for joining Nato. Other big customers, including Syria, Libya, North Korea, Vietnam and

Cuba have scaled down imports after losing soft credit terms. By 1994, Russian arms exports had sunk to a low of \$1.7bn, accounting for just 6 per cent of the global market.

But in fits and starts Russia's arms industry does appear to be reorienting its production facilities and successfully re-orienting itself to export markets. The Rosvooruzheniye arms export organisation, which has been mired in political controversy at home over allegations of corruption, appears to have done a good job in co-ordinating Russian sales abroad.

## Joke wears thin for Russian bond holders

Mr Yves Stella laughs off the news that the Russian government is finally to honour partial payment against the huge number of Tsarist bonds bought by French investors, who were spurned by Lenin after the 1917 Bolshevik Revolution.

His grandfather, who left the island of Corsica a poor man and returned rich after panning for gold in Venezuela at the turn of the century, lost much of his fortune by investing FF9,300,000 in Russian bonds. Yet he is not even sure what has happened to the certificates.

Others are more determined to seek compensation. Marie-Louise, a Parisian who prefers not to give her last name, says her father, a perfumier, bought a number of Russian bonds just before he left to fight in the first world war, in an attempt to provide an income for his parents in case he did not return.

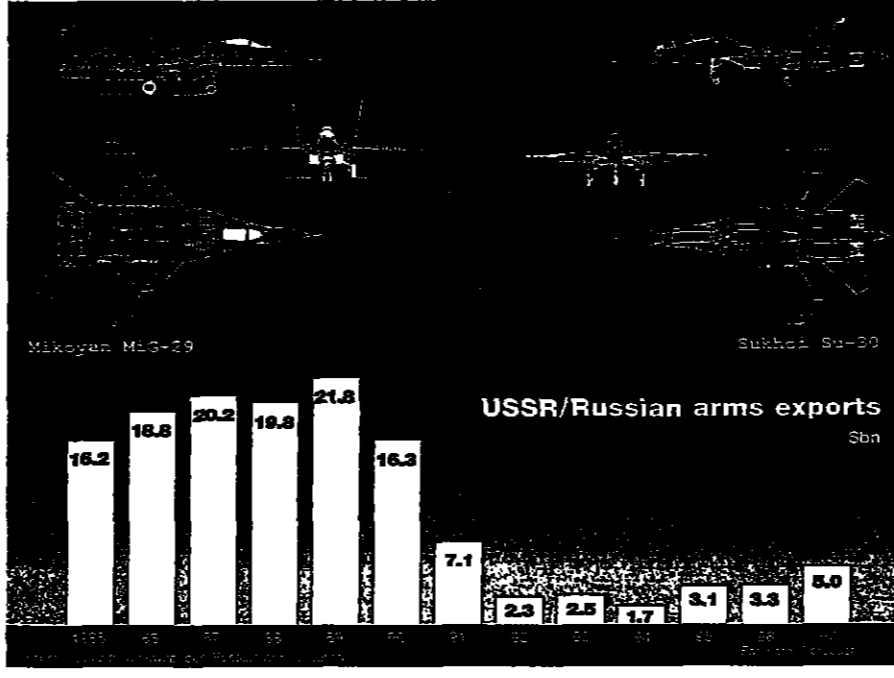
"He put all his savings into the bonds and always held on to them afterwards," she says. "He advised me to do the same before he died, and when I started to hear that there was a chance of them being reimbursed, I

with compensation claims, has already received phone calls from bondholders. "Perhaps I should have a look in my attic to see if I have any bonds," he jokes.

But his task could prove far less amusing. Russia's pledge will not prove nearly as lucrative as many had hoped. The scant accord signed last week has left considerable uncertainties about who will be compensated and how much they will receive.

Even if Moscow does pay up, it is clear the FF92bn pledged will be spread thinly. The French state itself has renounced any claims, but the money must be divided between Tsarist bondholders and other individuals and companies with claims against assets destroyed or confiscated in Russia, including during the second world war.

Mr Faye expresses concern that forged certificates may be a problem. Equally, there is a question-mark over whether those who have bought Russian bonds in flea markets or even on the Paris stock market in the last few years will receive preference over the descendants of original investors who have subsequently lost or sold their bonds.



petitive edge. But the industry, which has remained almost entirely in government ownership, faces a number of critical challenges.

Mr Boris Kuzkyk, a presidential aide for military technical co-operation with foreign countries, says the industry is still struggling to overcome the legacy of an experimental regime, which operated between 1992-94, allowing 12 enterprises to export arms. According to Mr Kuzkyk, these enterprises were surrounded by "scores of intermediaries involved in all kinds of machinations".

But Rosvooruzheniye's operations also appear to have become entangled in a power play as the current Kremlin leadership attempts to expunge the influence of Mr Alexander Korzhakov, the sacked head of the presidential bodyguard. "The military and technical co-operation programme was headed by the former chief of the presidential security service, Alexander Korzhakov, so Carthage must be destroyed," Mr Kuzkyk said.

Western experts believe that although much Russian technology is of a high standard, it is far from clear that the industry has yet developed the expertise to manage big turn-key projects and properly service its customers.

## Milosevic may force rethink on peace process

By Laura Silber and Bruce Clark

An international conference on Bosnia began yesterday with a familiar ghost at the feast - Serbia's President Slobodan Milosevic, whose authority is being challenged by a storm of domestic protest and foreign criticism.

After more than two weeks of demonstrations in Belgrade, key figures in the Balkan peace process are concluding that reconciliation in Bosnia may be impossible without democracy in Serbia.

The unexpected strength of Serbia's opposition movement is forcing western governments to rethink a policy that has relied heavily on Mr Milosevic, often turning a blind eye to his authoritarianism.

The Serbian leader has partially rehabilitated himself in the eyes of the world by signing the Dayton peace agreement a year ago.

But Mr Michael Steiner, the senior German diplomat who is deputy to the international mediator, Mr Carl Bildt, yesterday questioned the wisdom of overlooking the Serbian leader's high-handed behaviour for the sake of Dayton.

"Dayton is a democratic vision of Bosnia, and if you believe in it, you have to support democracy in the countries sandwiching Bosnia," he said, referring to Serbia and Croatia.

"Those who really want the Dayton accord must show whose side they are on. One must stand on the side of the democratic forces who want election results implemented," said Mr Steiner, referring to the recent municipal polls in Serbia whose annulment by court decisions has triggered the protest movement.

In Belgrade, a court yesterday rejected a bid by the opposition Democratic party to reclaim a string of municipal election victories which had been cancelled by an earlier judicial decision at the regime's behest. The European Union yesterday deplored the Serbian

leader's crackdown on independent radio stations and rebuked him for ignoring a wave of calls to respect democratic principles.

But the leaders of Serbia's opposition coalition remain somewhat sceptical about the intentions of a western diplomatic community in Belgrade.

"We think some European diplomats may be playing a double game," one senior opposition figure said privately.

Mr Yevgeny Primakov, the Russian foreign minister, sounded a jarring note at yesterday's London conference by arguing that too much pressure on Mr Milosevic could destabilise Serbia.

But Mr Strobe Talbot, the US deputy secretary of state, rejected this argument, saying democratic norms must apply to Serbia like everywhere else.

### EUROPEAN NEWS DIGEST

## Erbakan hits out at EU

Mr Necmettin Erbakan, Turkey's Islamist prime minister, yesterday accused the European Union of humiliating his country. "Turkey has fulfilled all its obligations to Europe, but the EU has not. [It does] things to Turkey it does not do to any other country," he said, in his toughest comments on Europe since coming to power last July.

On Tuesday Mr Erbakan rejected an invitation to a working dinner during the EU's summit in Dublin next week, warning that "behaviour towards Turkey must be changed without fail. By not attending the Dublin meeting [I am] warning that Turkey cannot be treated this way".

While in opposition Mr Erbakan attacked Turkish ties with the EU, calling it a "Christian club", but moderated his rhetoric after taking power at the head of a coalition with the conservative, pro-European True Path party. European criticism of Turkey's human rights record and bad relations between Athens and Ankara have caused EU-Turkey ties to deteriorate in spite of approval of a customs union.

Russian finance officials claimed yesterday that corporate taxpayers had "abruptly reconsidered" their obligations under the threat of bankruptcy, lifting federal tax revenues to 90 per cent of target last month compared with just 50 per cent in October.

Belgium's finance minister, Mr Philippe Maystadt, said yesterday he was prepared to let Belgian banks off against tax some of their transition costs to the single European currency. He told the banks' association he was examining ways in which exceptional costs linked to the euro - such as upgrading information technology and retraining staff - could be taken as provisions in profit and loss accounts and deducted from the tax bill.

Austria's coalition government has agreed to follow Austria in allowing longer shopping hours. A parliamentary committee yesterday approved a law that would let shops open until 7.30pm on weekdays and 5pm on Saturdays. Family stores without employees will also be allowed to do business on Sundays. The new rules should go into effect in January.

Germany's recent relaxation and the liberal shopping regime in other neighbouring countries raised fears that Austrian shops would lose even more business to cross-border shopping. This forced the issue and allowed Mr Johann Farnleitner, economics minister, to finally reach a compromise.

A group of 24 Bosnians living in Germany were flown home yesterday as part of an agreement by the German Länder (states) to repatriate refugees. The 24, most of whom had been living in Bavaria, were flown to Sarajevo. The Bavarian interior ministry said 13 were convicted criminals and the rest were welfare recipients. The German embassy in Sarajevo and representatives from the Bavarian interior ministry would monitor their arrival and reception in Bosnia.

The repatriation of refugees from Germany, the European country which has given asylum to the greatest number of refugees from former Yugoslavia, has come in for criticism since it was agreed by a conference of Länder interior ministers in September. As a result, forcible repatriations have been largely confined to people convicted of criminal acts. The Bavarian ministry said some 2,500 refugees had returned to Bosnia voluntarily.

The European Commission is understood to be worried that Banco di Napoli, which is being rescued by the Italian Treasury, may be sold to a state-controlled bank. An official indicated yesterday that Brussels was concerned that the bank might be overvalued by state-owned bidders, which could be a disguised form of state aid. It is probing a proposal by the Treasury to recapitalise Napoli with L2,000bn (\$1.3bn). Reuter, Brussels

Denmark had a DKr3.18bn (\$540m) trade surplus in September compared to a revised DKr2.74bn the month before, according to the central statistics bureau. That figure excludes ships. The seasonally adjusted surplus, excluding ships, was DKr1.98bn compared to a revised DKr2.66bn in August. The bureau also reported a current account surplus of DKr3.07bn in September against a revised DKr1.91bn in August. AFP, Copenhagen

Finland's current account showed a surplus of FM1.3bn (\$280m) in October, compared with FM1.6bn a year earlier, the Bank of Finland said. In the 10 months to October, the surplus was FM12.5bn against FM15.4bn a year earlier.

Consumer prices in Turkey rose 5.2 per cent in November, compared with 6.5 per cent in October.

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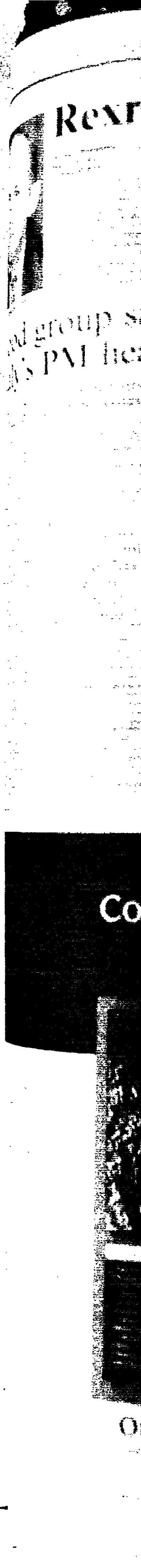
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Andrew Jack



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# Rexrodt to raise López case with US



By Haig Simonian, Motor Industry Correspondent

Mr Günter Rexrodt, Germany's economics minister, yesterday said he intended to raise the stormy legal row between Volkswagen and General Motors over alleged industrial espionage with his US counterparts at next week's World Trade Organisation meeting in the first sign that the row has had political repercussions.

He said "an acceptable solution" had to be found to the dispute, which has provoked civil and criminal court actions in the US and Germany. According to the official at the federal economics ministry, Mr Rexrodt is particularly concerned about the potential impact of the row on employment and on Germany's role in the motor industry. The remarks follow a statement from prosecutors in Darmstadt that they

would decide within the next week whether to charge Mr José Ignacio López, VW's former head of production and purchasing, and three other managers who are at the heart of GM's allegations that they stole confidential material when they defected to VW in 1993. This week the two companies both claimed procedural victories in the civil action brought by GM against VW in the US. A "status conference" in Detroit to discuss

how the case should proceed showed that GM would try to accelerate proceedings, while VW's legal team would attempt to encumber the process. VW, for example, defeated an attempt by GM to limit the number of witnesses who could be questioned during the "discovery" phase to 50. Mr Plato Cacheris, representing Mr López and the three ex-GM managers cited with him, said he would file a motion next week for the

Detroit proceedings to be postponed to allow them time to concentrate on the possible criminal charges in Germany and a separate criminal investigation under way by the US justice department. Mr Cacheris indicated his clients might otherwise be obliged to take the fifth amendment (to avoid self-incrimination) during the Detroit case, GM has opposed the delay, on which Judge Nancy Edmunds, the

federal district court judge hearing the case, is expected to rule in late January. Judge Edmunds pressed all the lawyers in the case to avoid lengthy procedural disputes. "We're going to move this thing along," she said. The judge said the court intended to start taking depositions from witnesses in March, when a date for the full trial would also be next set. The final trial could take up to three years to complete.

# Swiss yield on work permits

By William Hall in Zurich

Switzerland has agreed to scrap progressively its system of work permit quotas for European Union citizens, removing one of the two main obstacles to a bilateral package covering relations with the European Union.

The Swiss, who voted in 1992 against joining the European Economic Area, have been trying for more than two years to reach an agreement which would allow them to enjoy some of the benefits of EU membership.

EU negotiators, however, have been insisting on Swiss acceptance of the principle of free movement of people. Switzerland is afraid of being swamped by an influx of foreigners. As a result, the two sides have agreed a complex compromise.

The Swiss have accepted a timetable which should lead to the scrapping of work permit quotas within six years of a treaty coming into force. However, they can opt out of the agreement after seven years if there is an unexpected influx of immigrants.

Switzerland's willingness to modify its system reflects the fact that only about 60 per cent of the 170,000 annual foreign work quotas are used at present. Nevertheless, the deal may still have to be put to the people in a referendum, and the Swiss People's party has already indicated it is not happy with it.

EU foreign ministers are expected to discuss the compromise tomorrow. Assuming it is accepted, then attention turns to the other problem, the question of road freight transit rights through Switzerland.

The chance of a speedy resolution of differences in this area is remote, partly because the EU members themselves cannot agree on the issue.

# Food group sale gives Italy's PM heartburn

Prodi's role in a 1993 privatisation deal has returned to haunt him, writes Robert Graham

The confused sale of a state-owned food group in 1993 has returned with a vengeance to haunt Mr Romano Prodi, the Italian prime minister. The circumstances surrounding the privatisation of Ciriò-Bertolli-de Rica (CBD) at a time when Mr Prodi was head of the Iri state holding company, risk undermining further his leadership which has been criticised as weak by his coalition allies.

The matter has refused to die down 10 days after a Rome magistrate requested that the premier be tried for alleged abuse of office and breach of the civil code regarding conflict of interest over the CBD sale.

For the first 24 hours both media and politicians seemed uncertain how to react, being aware that the CBD story had been around during last April's general election and that few had taken any notice of it. Since then, however, Mr Prodi has twice been obliged to protest his innocence and the affair has been given ever greater prominence, especially by rightwing opposition media.

The case originates from Iri's move to privatise SME, a huge agri-business/foods group. Ironically, during his first term as head of Iri, Mr Prodi had been prevented in

1985 from selling SME to Mr Carlo De Benedetti, head of Olivetti, by the government then led by the Socialist Mr Bettino Craxi. When Mr Prodi began his second term at Iri in May 1993, he inherited a plan to sell SME in three divisions,

Prodi has protested his innocence but the affair has been given ever greater prominence

one of which was CBD. At the time, the multinational Unilever had made clear its interest but only wanted to keep CBD's olive oil interests. Such asset stripping by a multinational was considered politically unacceptable, especially as a large number of southern co-operative depended on CBD's canned tomato activities.

Faced with union agitation and pressure from the powerful lobby of southern Christian Democrat politicians, Iri had little alternative but look for a local solu-

tion to the sale. This took the form of an offer from Fisvi, a southern agricultural consortium headed by Mr Carlo Saverio Lambranda, who was closely linked to the local Christian Democrat bosses, and backed by guarantees from two local financial institutions. Iri accepted Fisvi's offer of L310bn (\$206m) for its 68 per cent stake in CBD even though the little known consortium possessed capital of L50bn and debts of L80bn.

Fisvi indicated that it planned to sell on the olive oil business, Bertolli, to Unilever, and although it was never publicly stated, it was always assumed that this was how it largely intended to fund its acquisition. Within 10 days of Iri accepting Fisvi's offer, Bertolli had been sold to Unilever for L150bn. However, even with this cash, Fisvi was unable to complete payment for the deal and the remains of CBD was gradually taken over by the financier and agri-industrialist Mr Sergio Cragnotti.

In essence, the allegation against Mr Prodi and the Iri board is that they allowed a politically motivated sale to go through at a cheap price to the detriment of 12,000 small shareholders (one of whom complained to the magistrates), while knowing



Romano Prodi: no court decision before mid-January

Unilever was ready to snap up Bertolli.

Mr Prodi is also alleged to have failed to avoid a conflict of interest. When he first left Iri in 1989 he returned to teach economics at Bologna and to work at Nomisma, a consultancy he helped found, where he became part of Unilever's international advisory board. He has produced letters to show he relin-

quished this role with Unilever the moment he returned to Iri in 1993 and has denied any impropriety.

Unfortunately for Mr Prodi, a court will only decide in mid-January whether he should be sent for trial. In the meantime, he is likely to be treated in the usual manner of those falling foul of the judicial system - to be considered guilty until proved innocent.

# Environmental impact studies may be widened

By Caroline Southey in Brussels

The European Commission yesterday agreed to force local authorities to conduct environmental impact studies on long-term land development plans. Under present EU law environmental assessments are only required for specific projects, such as highways, in particular locations.

The proposal is aimed at strategic plans drawn up by "competent authorities". These vary from country to country but most involve plans for possible future housing, industrial and infrastructure developments. The studies will have to assess the impact of these plans on all environmental aspects of the region, including people, flora, fauna, soil, air and water.

Critics argue that the proposal is likely to exacerbate problems triggered by the present law. "Many projects already face lengthy delays because of legal challenges, particularly in northern member states," an EU diplomat said, adding that the Commission was laying down more "procedural hoops" which would lead to "more procedural challenges".

The proposal faced strong resistance in the Commission, particularly from Britain and Germany, and is likely to face broader opposition in the Council of Ministers. Mrs Ritt Bjerregaard, the environment commissioner, admitted it had been "difficult to get through", but believed it would lead to the preservation, protection and improvement of the environment.

The "overriding problem" with the present system was that it "takes place too late, often only when a project is about to be implemented", adding that early assessment would "prevent environmental damage at source" and that it would save future developers time and money.

Environment ministers, meanwhile, are set to extend the EU directive on environmental assessment studies by obliging developers to do impact studies on a host of new projects in sectors such as waste, mineral extraction and energy. Studies will also be mandatory for a host of new smaller projects.

The Commission yesterday failed to find a way of reconciling two contradictory policies - subsidising farmers to grow tobacco while stepping up its anti-smoking campaign. It has delayed publication of two policy papers for two more weeks.

# Combining multi-sourced financing with single-source service.

**THE CHALLENGE.** For Lithuania, the Klaipėdos Nafta oil terminal is a vital source of earnings, but since it had been working at 200% capacity, renovation was essential. The engineering had already started when ABN AMRO Bank was asked to arrange a comprehensive multi-sourced finance deal worth US\$ 50 million for the completion of the project. A unique arrangement was structured which was covered by Export Credit Agencies in Sweden, the Netherlands, Germany and the US. Not only did it allow Lithuania to access funds outside its own country, but also allowed the continued participation of suppliers from eight different countries. Under normal circumstances, more than 30 separate contracts would have been required. This milestone agreement is the first multi-sourced financing deal closed in a Baltic country.



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NEWS: THE AMERICAS

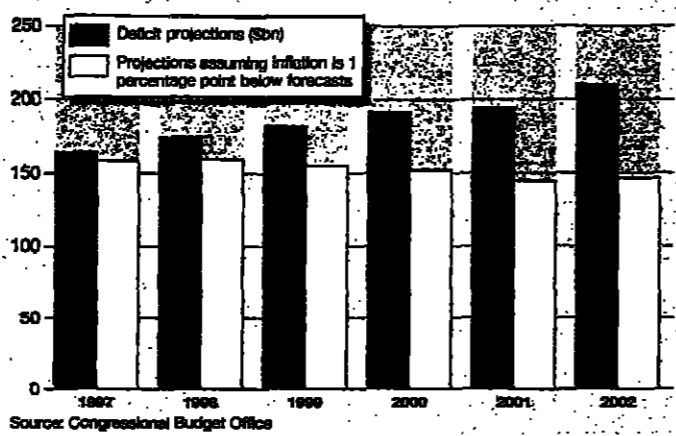
# Top economists find the official measure of US inflation has been sharply out for two decades

## Wise men boost growth, cut inflation, at a stroke

It might well prove Professor Michael Boskin's finest hour. As President George Bush's chief economic adviser between 1989 and 1992, the distinguished Stanford University economist honourably failed, like most of his predecessors, to make much of an impact on the overall performance of the US economy. But yesterday, as chairman of a special commission, he achieved at a stroke what policymakers had sought for years - lower inflation, faster growth and deep cuts in the chronic budget deficit - all by the mere expedient of changing the numbers.

Mr Boskin and a team of four other economists were appointed by the Senate finance committee last year to investigate the reliability of US economic statistics. Their principal task was to ascertain whether the main current official measure of inflation, the consumer price index (CPI), overstated the real rate of increase in the cost of living for consumers. Their conclusion, published yesterday, was that the CPI does indeed overstate inflation, by about 1.1 percentage points annually. Instead of the current 3 per cent inflation, the true figure is more like 1.9 per cent, they said. More important, the error has been in the numbers for about the last two decades, and has gradually got worse.

The US budget: what a difference a point makes



Source: Congressional Budget Office

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datation for a change in the method of calculating inflation is accepted, it will not just re-write the economic history of the last 20 years, by reducing historic price rises and raising historic real growth. It will have an even greater effect on fiscal policy in the next 20, by raising tax revenues and cutting spending. The commission identified three main errors in the current calculation of the CPI: ● The index fails to take account of improving quality in goods and services, especially when new products are introduced. If the price of a new good is twice the price of one it replaces but



the quality also improves, it would be wrong to say simply that the price has doubled. ● The growth of the service sector in the last 20 years has made the problem much worse since improvements in the quality of services are much harder to measure. Mr Leonard Nakamura, an economist with the Federal Reserve Bank of Philadelphia, points out that consumer spending on services has grown enormously in the last two decades. The amount spent on medical costs, for example, used to be less than that spent on food. Now medical spending accounts for almost twice the level of house-

The US economy is growing moderately with little sign of rising prices, and retailers are optimistic about the approaching Christmas shopping season, a Federal Reserve survey shows, AP reports. ● "Moderate economic growth continues to be reported in nearly all Federal Reserve districts," the Fed said yesterday. ● "Retail prices are stable in most districts." ● "Retailers' expectations for sales in the upcoming holiday season are modestly optimistic," according to the survey, which was completed on November 23, a week before the traditional start of the shopping season.

The survey, known as the "beige book" because of the color of its cover, will be used by Fed officials when they meet on December 17 to consider monetary policy. Most analysts expect the Federal Open Market Committee to keep interest rates unchanged, saying the economy has slowed sufficiently to keep inflation at bay. According to the beige book, although most districts reported little change in overall prices, they said labour markets remained tight. Manufacturing activity increased modestly in most districts in October and November.

more than a third by 2002. However, Mr Boskin's *deus ex machina* may be sabotaged before it gets to work. Politicians, though eager to grab at a chance to cut the budget deficit, are likely to balk at the costs of doing so. Smaller increases in pensions will outrage the elderly, a powerful political lobby. Meanwhile, opponents of the plan will not find it hard to persuade Republicans that smaller increases in tax thresholds are really tax increases in disguise. Both the White House and the congressional leadership were already expressing extreme caution about the report yesterday. And they will have an important ally in the organisation that is now responsible for the CPI figures. The Bureau of Labor Statistics was clearly aggrieved yesterday at the besmirching of its reputation implicit in the Boskin report. Its economists are promising a rebuttal of the arguments over the next few months. Confronted by such an array of powerful opponents, it seems unlikely that Mr Boskin's recommendations will get far beyond the debate that now begins in earnest. Efforts to improve US performance will have to focus again on the hard work of changing the economy, not the statistics.

Gerard Baker

## Albright tipped for Christopher's job

By Jurek Martin in Washington

Mrs Madeleine Albright, US ambassador to the UN, is likely to be President Bill Clinton's choice as next secretary of state, according to the latest wave of Washington speculation. UN officials refused all formal comment, but did not deny Mrs Albright had spent several hours in the White House on Tuesday and was still in the capital yesterday, presumably available for further consultation. An announcement could come as early as today or Friday. Mr Clinton, in reshuffling his foreign policy team, may

also move Mr Anthony Lake, his national security adviser for the last four years, to the CIA to succeed Mr John Deutch. Mr Sandy Berger, currently NSC deputy, is favoured to succeed Mr Lake. Mr William Cohen, the outgoing senator from Maine, remains the most probable Republican recruit to the new Clinton cabinet as secretary of defence, succeeding Mr William Perry. Mr Deutch, formerly Mr Perry's deputy, had sought a return to the top at the Pentagon, as well as expressing interest in the energy department, but will proba-

bly be frustrated on both counts and leave government. The competition for the State Department, being vacated by Mr Warren Christopher, had come down to Mrs Albright, Mr George Mitchell, the former Democratic senator and currently chief US negotiator in Northern Ireland, and Mr Richard Holbrooke, principal architect of the Bosnian peace accords. Mrs Albright would be the first woman to serve as secretary of state and her cause has been strongly pushed by women's lobbies with access to the president. But her loyal performance at the UN

and in the public arena may have proved the determining factor. Frequently blunt, she had been criticised for her initial handling of the US drive to deny a second term as UN secretary general to Mr Boutros Boutros Ghali. But the African search for an alternative candidate now joined in earnest, conforms to her expectations, while her willingness to criticise Mr Boutros Ghali and UN inefficiency has won applause in conservative congressional circles. Mr Mitchell, long the favourite for the State Department, has a number of other options open to him.

The settlement last week of the protracted baseball labour dispute may make the unoccupied position of the sport's commissioner more attractive, while a nomination to the next vacancy on the US Supreme Court cannot be excluded. Meanwhile, another stalwart of the Clinton White House formally took his leave yesterday. Mr George Stephanopoulos confirmed in New York that in January he would join the political science faculty of Columbia University, where he earned his first degree before his Rhodes scholarship at Oxford.



Madeleine Albright: on her way up

**CONTRACTS & TENDERS**

CROATIAN RADIO TELEVISION, PUBLIC ENTERPRISE S.P.O. ZAGREB, DEZMANOVA 10, BASED UPON ART.5 OF THE DECREE ON THE PROCEDURE OF PURCHASE OF GOODS AND SERVICES AND ASSIGNATION OF WORKS ("NARODNE NOVINE" No. 25/96, AND 32/96) ANNOUNCES

**PUBLIC COMPETITION**

FOR THE COLLECTION OF OFFERS, IN ORDER TO CHOOSE THE MOST SUITABLE BIDDER FOR THE PURCHASE OF TV EQUIPMENT AND INSTALLATION FOR TWO PARLIAMENT CHAMBERS: "ZASTUPNICKI DOM" AND "ZUPANIJSKI DOM"

- For "Zastupnicki Dom"
  - TV camera and zoom lens, for robotic system 5
  - TV camera and zoom lens on tripod 1
  - Video production switcher analog 1
  - Character + logo generator 1
  - Betacam SP recorder 2
  - Video monitoring system 1
  - Audio mixing console, analog 1
  - Audio monitoring system 1
  - Robotic camera system 1
  - Intercom system 1
- For "Zupanijski Dom"
  - TV camera and zoom lens for robotic system 3
  - TV camera and zoom lens on tripod 1
  - Video production switcher analog 1
  - Character + logo generator 1
  - Betacam SP recorder 2
  - Video monitoring system 1
  - Audio mixing console, analog 1
  - Audio monitoring system 1
  - Robotic camera system 1
  - Intercom system 1
- The offer should include the following items:
  - List of equipment
  - Quotation with itemised prices
  - Quotation for planning and installation (including system training)
  - Technical description
  - System schematics

Location of delivery is CIP Zagreb.

- Foreign and domestic bidders may participate in this public competition.
- The offer has to be composed according to the public competition.
- Public competition documentation can be obtained, on a working day, in Hrvatska Radio-Televizija, 10000 Zagreb, Prisavlje 3, Croatia Commercial Dept., Import-Export, Room 13 or 16, Telephone No. 6163490 or phone and fax No. 6163095, against the presentation of payment slip for the costs of documentation-DEM 500.- to the account for Hrvatska Radio-Televizija in Zagrebacka Banka, Zagreb Account No. 30101-620-16-25000-3226247.

4.1 For all technical information bidders may contact Mr Vedran Klepac, Telephone No. +385 1 616 3408, Telefax No. +385 1 6163125.

- The deadline for the submitting of the offers is 15th January 1997.
- The offers have to be in English or Croatian language.
- The opening of the offers will take place at the address from Art. 4. in the presence of the bidder proxies who wish to be present during the opening on 20th, January 1997, at 12.00.
- The appraisal of the offers will be done according to every article of the public competition.

The Evaluation of the offers will be done according to the following criteria:

- Price
- Price / Quality Relation
- Terms of Payment
- Completeness of the offer
- Delivery
- Enclosed documents
- Warranty
- Characteristic of the bidder

- Hrvatska Radio Televizija reserves the right to accept or refuse every bid, cancel the competition and reject all bids at all times before the signing of a contract and according to this will not bear any expenses in connection with the participation of the bidders, in the competition, or bear any responsibility toward the rejected bidders, and will not be under any obligation to explain the reasons of its decision.
- The offers must be submitted in a sealed envelope with designation "ne otvarati-za javni natjecaj-Oprema" (Do not open-for public competition-equipment) to the address: Hrvatska Radio-Televizija, Export import dept. 10000 Zagreb, Prisavlje 3, Croatia.

Croatian Radio-Television Commercial Dept. Export Import Dept. Zagreb, Prisavlje 3 Croatia

## Trinidad ponders falling currency

By Carole James in Kingston

The Trinidad and Tobago government has rejected suggestions that it should return to a fixed exchange rate, following steady depreciation of the currency over the past eight weeks.

An injection of several million dollars of foreign currency into the financial market by several state-owned companies has failed to reverse the currency at the levels the government was seeking. It has been forced to recast parts of the 1997 budget, to be presented this month, as the exchange rate has moved from TT\$5.99 to the US dollar to TT\$6.25.

"There is no need for panic," said Mr Brian Kuei Tung, the finance minister. "We are going through this learning curve and unfortunately some people are learning slower than others. That's all there is to it." The government would not abandon the floating rate and revert to the fixed rate which was used up to April 1983, he said.

Government officials said that although the administration could not intervene, it wanted a rate of just below TT\$6.00 to the US dollar.

The government is concerned that further depreciation of the currency could fuel inflation (5.3 per cent last year and 1.3 per cent in the first half of this year) and might affect its popularity.

## Cavallo takes the moral high ground

### Menem under fire from dissident politician

When Mr Domingo Cavallo was unceremoniously dumped as Argentina's economy minister last July, few could believe how quietly he went. Now, Argentines are dumbstruck by the ferocity with which he has returned to the political stage.

In a matter of days, Mr Cavallo has demanded the removal of three cabinet members, accused judges of "protecting smugglers and tax evaders" and warned President Carlos Menem to rid himself of the criminal elements he allegedly counts among his friends.

Most recently, Mr Cavallo, architect of Argentina's economic transformation, has turned his fire upon Mr Roque Fernandez, his successor. Mr Fernandez, his allegor, is too weak to resist the criminal organisations trying to fleece the nation and, in his apparent naivety, has shown himself to be either "incompetent or dishonest".

Such attacks are a thorn in the side of Mr Menem, whose official visit to Washington, which began yesterday, has been partly overshadowed by continual haranguing from Mr Cavallo, still the darling of many foreign investors.

The financial markets have shown no sign of being disturbed by the political turbulence. Mr Miguel Angel Broda, an economist, says Mr Cavallo's accusations are unlikely to disturb Argentina's increasingly robust recovery from recession. Mr Menem's response has been remarkably restrained. His former minister, he says, has "simply moved from the government to the opposition".

Members of his cabinet have not been so tolerant. They have accused Mr Cavallo of lying, being mentally unbalanced and - through his denunciations of Argentina on foreign soil - coming close to treason.

Mr Carlos Corach, interior minister and perhaps Mr Cavallo's bitterest enemy, has filed a suit, joining at least 20 other politicians, judges and journalists who are pursuing the former economy minister through

the courts. Mr Corach has demanded Mr Cavallo spend three years in jail if he does not withdraw accusations that he manipulates the judiciary. Mr Cavallo says he had originally intended to remove himself from politics for 18 months. Instead, he has been stung into action by a campaign of "judicial harassment" aimed at destroying him politically and showing his team to be "corrupt".

Mr Cavallo's attacks on the government that even his closest allies are unsettled. Mr Rosendo Fraga, a political analyst and a personal friend, says: "Cavallo's political weakness is impotence. In three months, he's said what he should have said over three years."

Rather than gradually building what could have been an effective 1998 presidential campaign based on the fight against corruption, Mr Cavallo has pushed the government on to the offensive, says Mr Fraga. "What option do they have but to try to jail him?"

Mr Cavallo denies his attacks are aimed at Mr Menem. "Those that believe I am in a fight with Menem are accepting the idea that Menem in his second term wants to undo all he has done simply for the benefit of a gang of crooks, instead of continuing Argentina's transformation," he says. "I don't want to believe the Menem of the second term will be so different from the Menem of the first."

Mr Cavallo's campaign for a possible attempt at the presidency in 1999 begins next year when he runs for Congress as an independent. He admits he still lacks a political structure to mount a successful campaign in 1998, but says he can carve out the necessary political space over three years.

One of his closest allies in that process is likely to be Mr Gustavo Beliz, a former interior minister in Mr Menem's cabinet who quit in disgust at alleged corruption. Mr Beliz says that, although Mr Cavallo's outbursts were provoked by "judicial persecution", he runs the risk of confusing the public. Like a hurricane raging through Argentine institutions, Mr Cavallo's onslaught may in the short term cause such havoc the truth will be hidden in a swirl of insults.



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حکومت پاکستان

# Bhutto warns against commitments

By Peter Montagnon and Farhan Bokhari in Karachi

Ms Benazir Bhutto, Pakistan's ousted prime minister, has warned the caretaker government against long-term structural adjustment commitments to the International Monetary Fund and World Bank without consulting the country's main political parties.

Her warning in an interview came as Mr Shahid Javed Burki, the World Bank official who is advising the government on finance, set out for Washington to discuss a medium-term structural adjustment facility with the IMF.

"If the government needs short-term money, it should make a front-loaded programme with the IMF, and if it needs a long-term programme, then it should take the two major parties into its confidence on the figures and conditionalities," she said. "To enter into conditionalities that cannot be

met is to set a time-bomb under the next government." Ms Bhutto said the caretaker government, whose mandate expires in February when elections are due, could not negotiate on matters such as cuts in defence spending and tariff reform.

**'We do not expect the elections to be free because the president has malice against us'**

which would make imports cheaper, eat up foreign exchange and cause unemployment.

Analysts say that by raising the question of defence spending, she is hoping to trigger concerns in the military about the activities of the caretaker government

and undermine its support.

Holding court in the mansion of a political ally in Islamabad, she made no attempt to disguise her fury at President Leghari for dismissing her. She said Mr Leghari had talked the country into an economic crisis in October by placing false reports in international newspapers, warning the IMF not to negotiate with her and telling diplomats of corruption in high places.

But although he had access to documents of the intelligence agencies, he was unable to lay any corruption charges when she was dismissed on November 5.

"We do not expect the elections to be free because the president has malice against us," Ms Bhutto said her Pakistan People's party was the only national party in Pakistan, and the president's action could undermine national unity. This echoes a growing feeling among some bureaucrats concerned by the speed at which the care-



Bhutto: no attempt to disguise fury

taker government is moving to withdraw privileges from provincial governments.

Ms Bhutto again denied she or her husband had been corrupt and said the delay in

laying charges was because the government was having to fabricate them.

Before she was ousted she had been planning to retire as prime minister at the end

of her term in 1998, but now "I'm fighting to win".

She said she was coping better with her dismissal, than the first time in 1980. "The first time it happened, I'll be frank, I didn't know whether my husband could take prison. My husband had never been in prison. I was so nervous and scared that he would break under prison, and that it would be humiliating for me and my party."

Her husband, Mr Asif Zardari, who was exceptionally unpopular as investment minister in her government, has been in prison on suspicion of corruption ever since she was ousted and is almost certain to face charges.

Ms Bhutto said she had never seen houses he had alleged to have bought in Ireland, Normandy and Surrey, saying she would not wish to live in those places. "I would prefer Paris or London," she said, but had no intention of seeking asylum abroad.

ASIA-PACIFIC NEWS DIGEST

## Tsui to head HK exchange

Mr Alec Tsui, deputy chief executive of the Hong Kong Stock Exchange, will succeed Mr Paul Chow as chief executive from the beginning of February, the exchange announced yesterday.

The appointment would bring "professional continuity and a smooth transition," said Dr Edgar Cheng, chairman of the exchange. Hong Kong's return to Chinese sovereignty on July 1 next year was not a factor in the decision to make an internal appointment, he added.

Mr Tsui, who faced a challenge for the post from Mr Herbert Hui, head of the listings division, said the exchange would proceed along the direction already set. His three-year term is expected to focus on securing Hong Kong's position as the main regional market in face of rising competition, developing its role as a source of capital for the Chinese economy.

Dr Cheng and Mr Chow, who will pursue other interests, have stressed the need to develop links with China.

John Ridding, Hong Kong

## South Korean strike threat

South Korean trade unions yesterday threatened to stage the biggest national strike in years to protest against a proposed labour law making it easier to sack workers. But the government warned it was prepared to take tough action against the strike, set for mid-December.

The unions have criticised labour law revisions proposed by the government as mainly favourable to management. Korea will gradually relax curbs on trade union activity, but will weaken job security rights for workers. Voting began yesterday among members of the illegal Korea Confederation of Trade Unions (KCTU), which would receive official recognition under the new labour law.

John Burton, Seoul

## Karachi bank bombed

A second bomb in as many days, this time in a bank branch in central Karachi, yesterday put fresh pressure on Pakistan's caretaker government. Like Tuesday night's Lahore blast, the attack appeared designed more to sap confidence in the government's ability to maintain law and order than cause widespread damage. No one was killed, but 11 people were taken to hospital.

The blast site, only yards from the Sheraton and Pearl-Continental Hotels, was a forceful reminder of the violence that lurks below the surface in Pakistan's largest city. The government's rapprochement with the International Monetary Fund is proving harder than expected. Government borrowing from the banking system has continued to rise sharply and now stands at Rs75bn (\$1.9bn), against an end-of-year target of Rs52bn.

Peter Montagnon and Farhan Bokhari, Karachi

## Japanese official arrested

Japan's former top health ministry official was yesterday arrested on suspicion of receiving ¥80m (\$630,000) in bribes from an operator of government-subsidised nursing homes. The arrest of Mr Nobuharu Okamoto, who denies the allegations, comes a week after the Ministry of International Trade and Industry launched an inquiry into an unrelated scandal, senior officials' suspected relations with an oil dealer under arrest for evading tax on commission earned from questionable oil trades.

William Daokins, Tokyo

## Growth rate tumbles to 3.8% in Australia

By Nikki Tait in Sydney

Australia's growth rate fell to 3.8 per cent year-on-year in the September quarter, down from a revised 4.7 per cent in the previous three months.

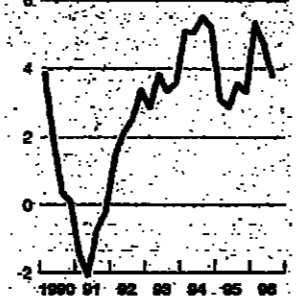
Gross domestic product during the September quarter alone rose 0.8 per cent, a modest improvement on the 0.1 per cent increase during the June quarter.

The poor June-quarter performance was attributed partly to uncertainty caused by the federal election earlier in the year.

The latest data showed private business investment rising fairly strongly, confirming the trend in other statistical data and benefiting from improved trade. Stocks rose significantly.

On the consumption side, public sector spending ebbed 1.2 per cent, having risen just 2 per cent over the past year. Private consumption

increased 0.3 per cent, the lowest quarterly rise since June 1994.



Source: Datastream

Mr Peter Costello, the treasurer, claimed the figures provided "a solid foundation" for the economy, indicating "solid growth" in investment and exports on a "low-inflation base". The Labor opposition claimed the weaker growth figures for

the most recent two quarters suggested the economy was growing at only 2 per cent.

The jobless rate has remained over 8 per cent since the last election. Most private sector economists foresee a further cut in interest rates, probably early in the New Year.

The federal government got another ingredient of its 1996-97 budget through the Senate yesterday. A controversial bill to increase higher education charges and save the government A\$1.7bn (\$1.4bn) over four years passed largely unscathed, with support from the two independent senators.

Most of the government's first budget has now been secured, though the Senate has rejected proposals to withdraw some social security benefits from new immigrants. Ministers claim these measures would have saved A\$400m over four years.

## ADB to make \$250m loan to state of Gujarat

By Mark Nicholson in New Delhi

The Asian Development Bank is poised to make a ground-breaking loan of \$250m to the Indian state of Gujarat to support policy reforms.

It is the first of what the ADB hopes will become a series of state-directed programme loans to encourage economic restructuring.

The loan, which will be on commercial terms, will go before the ADB's board for clearance later this month. Although it will be routed through the central government in Delhi, which will bear the foreign currency risk, the funds will otherwise be passed on directly to the state government.

The ADB said it had selected Gujarat because of its government's acceptance of economic reforms. The north-western state is among the wealthiest and

most industrialised in India, and one of the biggest recipients of foreign direct investment.

Its bureaucracy has one of the better reputations in India for efficiency and investor-friendliness.

ADB officials said the lending would support structural reforms to improve the state's revenue generation and management, moves towards disinvestment of state enterprises, and steps towards privatisation of infrastructure in the state, including moves towards reorganisation of Gujarat's state electricity board.

The loan would bring to more than \$730m funds sanctioned by the ADB this year in India. Ms Shigeko Asher, the bank's Delhi representative, said the ADB expected total lending next year to reach \$1bn and to include "one or two" further state-directed loans.

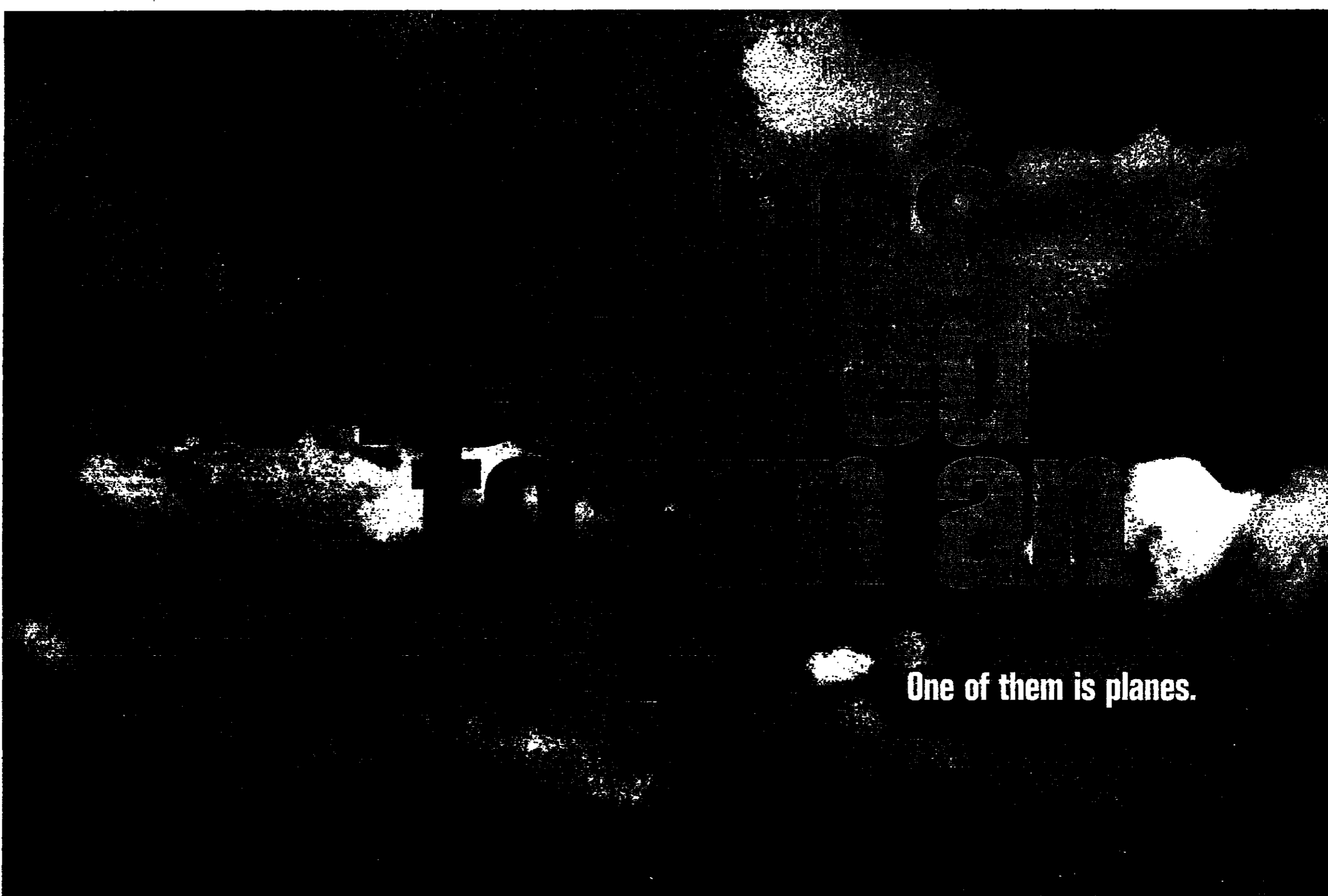
The ADB is exploring further policy-based lending to other states including Kerala, Karnataka and Tamil Nadu in the south and Rajasthan in the north.

Ms Asher said future state-based programme lending would follow discussions with other donors, particularly the World Bank, which has also begun to explore more direct lending to state governments, notably towards structural reform of loss-making state electricity boards.

The Gujarat loan will carry an interest rate of 6.82 per cent.

Ms Asher said that future loans to other states would vary in size according to each state's absorptive capacity.

However, the loans would be granted conditionally on the states' willingness to undertake structural financial and infrastructural reforms.



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NEWS: INTERNATIONAL

Saddam, sanctions and black marketeers

Roula Khalaf reports on the ironies of the international efforts to unseat the regime in Iraq

A visit to Al Kifah street in central Baghdad helps to dispel any doubts as to why Iraq last week dropped objections to US restrictions on the oil-for-food deal...

black market to suck enough dollars out of circulation to make ends meet, according to western diplomats in Baghdad...

however, they believed the market was not responding as effectively as the government might have hoped...

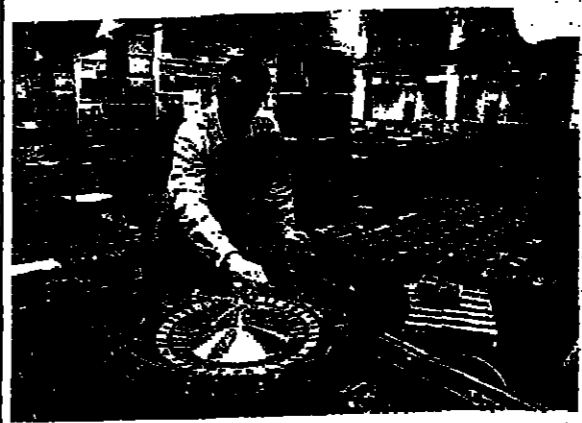
Judging by the interest in a recent Baghdad trade fair, willingness to break sanctions is growing

at the end of last year, it strengthened to 400 dinars to the dollar earlier this year...

break sanctions is growing. In many ways, the Iraq regime has already learned to accommodate itself to life under sanctions...

INTERNATIONAL NEWS DIGEST

Casino reopens in Lebanon



Casino de Liban, the biggest gambling and entertainment centre in the Middle East before Lebanon's 1975-90 civil war, reopened this week after 20 years...

Battle for UN job heats up

Asian candidates will become contenders for United Nations secretary-general unless strong African candidates committed to reform quickly come forward...

Impatient with African members for refusing so long to withdraw support for Mr Boutros Boutros Ghali, despite the promise of a US veto...

SA constitution approved

South Africa's new constitution was finally approved yesterday when the Constitutional Court accepted a revised text of the document initially passed by the Constitutional Assembly in May...

W3C picks standard for filtering Internet

By Paul Taylor

The World Wide Web Consortium - the Paris-based organisation which oversees the development of the Web - has formally endorsed a specification for filtering Internet content...

created as a way to enable parents and schools to select the information which they consider acceptable for their children...

Pics-compatible packages and Netscape, the leading Internet browser vendor, plans to incorporate PICS technology in its future products...

Cairo finds smooth way to cut bread subsidies

By Sean Evers in Cairo

Riots ensued when the Egyptian government raised the price of bread nearly 20 years ago. So this time, determined to maintain an IMF-agreed budget deficit target of 1.1 per cent of gross domestic product...

consumers would pay 14 piastres [5 US cents] for a loaf of bread instead of the current 5 piastres...

mat 5.2m tonnes a year, followed by Australia and France respectively with about 500,000 tonnes each...

Dublin's fair city lures Citibank

By John Murray Brown in Dublin

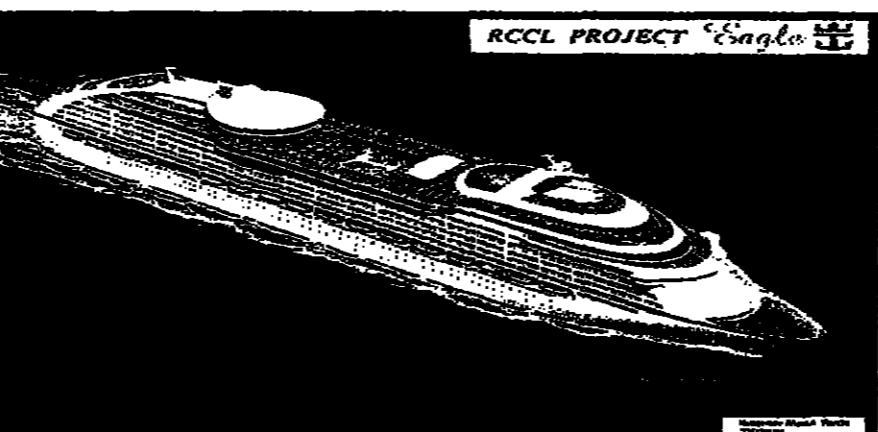
Ireland's growing reputation as a European centre for companies' back office operations was boosted yesterday when Citibank, the US bank, announced plans to create 850 jobs processing international transactions for its corporate clients...

overheads and economies of scale," said Mr Richard Bruton, the minister for enterprise and employment, announcing the investment yesterday...

Broader horizons for cruise liners

Finns break into growing market dominated by Italians, reports Andrew Taylor

The threat of an Italian shipyard stranglehold on the world cruise liner market was broken last week when Finnish yards won an order worth up to \$1bn to build the world's largest leisure vessel...



Soon to be built by Kvaerner: an artist's impression of the world's biggest leisure ship

Royal Caribbean Cruise Lines has ordered up to two 130,000-ton ships from Kvaerner, the London-based shipbuilding and engineering group...

South-east Asian yards would also like to break into this growth market, given the substantial over-capacity in other areas of shipbuilding...

the introduction next year of new fire and safety regulations by the International Maritime Organisation...

the introduction next year of new fire and safety regulations by the International Maritime Organisation, which has further increased the pressure on smaller operators with ageing fleets...

Israel to drop rules on Jordan trade

By Judy Dempsey in Jerusalem

Israel yesterday agreed to abolish a controversial trading system with Jordan and pledged to cut import tariffs, in an attempt to improve cross-border trade between both countries...

UK voices concern over US maize

By Alison Maitland in London

Britain yesterday warned the US not to try to force genetically modified maize onto the European market while concerns remained about its safety for human and animal health...

are strong enough to say to the Americans that we decide what we want in our food chain and not you...

disatisfaction at EU delays in opening the market for modified maize and for rice...

which has been spilled into the Ciba maize. Government scientific advisers say there is a slight risk that consumption of the unprocessed maize, used as animal feed, might confer antibiotic resistance to humans...

retailers in several EU countries have also protested against a US genetically modified soybean, which has been approved by the EU as safe but is not segregated or labelled...

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COMPANIES & MARKETS



Thursday December 5 1996

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IN BRIEF

Emu drives states to capital markets

The push towards monetary union is driving many of Europe's federal states, regions, provinces and cities to the capital markets to raise money, according to a report published yesterday.

Moody's Investor Services, the credit rating agency, says many of Europe's "territorial communities" feel they are being asked to shoulder increased responsibilities without having the means to carry them out. Page 20

Charge undermines Navistar earnings Navistar said fourth-quarter earnings were wiped out by a one-off \$55m charge taken to cover costs associated with abandoning its initiative for a new generation of trucks. The US truckmaker, under pressure from a cyclical decline in commercial truck demand, is in a disagreement with unions over the company's new truck strategy. Page 17

LucasVarity plans aggressive targets The upheaval at LucasVarity is expected to intensify today as directors begin scrutinising detailed business plans from each division of the Anglo-US engineering group. Mr Tony Gilroy, president of the transition team, expects the seven divisions of LucasVarity to come up with aggressive return-on-asset targets and some bold proposals for alliances, acquisitions and organic growth. Page 18

Saga bids \$150m for nursing group Sun Healthcare Group, a US care provider, has made a recommended cash bid for Ashbourne, valuing the UK nursing homes group at \$150m. The deal will make Executive Health Care Group, Sun's UK subsidiary, the second largest nursing home provider by more than doubling its number of beds. Page 18

Saga to save \$200m on tax concessions Saga Petroleum, Norway's biggest oil explorer, is expected to save about \$200m through tax concessions on its \$1.23bn acquisition of Santa Fe, the Kuwaiti-owned UK North Sea oil and gas company. Page 14

Companies in this issue

Table listing companies and their page numbers in this issue. Includes AEG, Alstom, Ashbourne, BMW, Banco Consolidado, etc.

Market Statistics

Table with market statistics including Annual reports service, Bond shares and options, Commodity prices, etc.

Chief price changes yesterday

Table showing chief price changes for various companies and indices. Includes Alcoa, Amgen, Anglo, etc.

Brazil mining sell-off faces delay

Growing political opposition to Latin America's largest privatisation

By Geoff Dyer in São Paulo

The sale of Compañia Vale do Rio Doce (CVRD), expected to be Latin America's biggest ever privatisation, is facing delay because of increasing political opposition in Brazil.

However, political analysts said the delay, which had been widely expected, reflected government concern that opposition to selling CVRD would endanger a constitutional amendment allowing the president to stand for re-election.

However, in recent weeks several leading politicians have started to campaign against the sale, including two former presidents, Mr Tamar Franco, now Brazil's ambassador to the Organisation of American States, and Mr José Sarney, leader of the senate.

Mr Sarney, usually a close ally of President Fernando Henrique Cardoso, hinted that he would support the re-election amendment if the government halted the sale of CVRD.

general public, rather than to industry buyers, in order to defuse political opposition. However, Mr Mendonça, who insisted that the delay had nothing to do with congressional politics, dismissed this option on the grounds that the government would get a lower price for its shares.

US burger chain loses fight over brand in Denmark

By Hilary Barnes in Copenhagen

A Danish frankfurter stall operator has inflicted what may be the first defeat on McDonald's in its efforts to protect its brand name.



Trading at Matif, the French futures and derivatives exchange. Paris is competing with Frankfurt in a struggle to be the centre of the eurobond market.

Matif plans euro-denominated futures

French derivatives exchange outpaces rivals

By Andrew Jack in Paris

Matif, the French futures and derivatives exchange, yesterday stole a march on its competitors by announcing plans for a new range of futures products based on the single European currency.

broader range of maturities. The product modifications and new contracts are part of Matif's strategy to survive in what will be an increasingly competitive market among European futures exchanges after the advent of the euro.

10-year notional franc contract should be converted into a euro contract with a face value of 100,000 euros, either on French government euro-denominated bonds alone, or on those of a number of governments issuing bonds in euros with maturities of 8%-10% years.

area. It would carry a face value of 1m euros. Matif is likely to offer incentives - such as reduced commissions - for those who shift quickly from the existing franc Pibor to the equivalent euro contract, in an effort to ensure the transition happens rapidly and liquidity is maintained.

Denmark's Supreme Court ruled that he did not infringe McDonald's right to the "Mc" prefix when he called his stall McAllan's.

The court said "Mc" and "Mac" were prefixes in common use and that protection could not be extended to a personal name, unless there was a risk the name could be mistaken for McDonald's. In this case there was no such risk.

Mr Pedersen earned the nickname McAllan after a birthday celebration many years ago over a bottle of Macallan, a Scotch whisky, and named his stall McAllan with the permission of Macallan.

McDonald's, which opened a restaurant across the street from McAllan, was not amused, especially when its protests resulted in a boom in business for its rival from local people irritated by its attack on Mr Pedersen.

Last year, after Mr Pedersen refused a request from McDonald's to stop using the McAllan name, McDonald's won its case in Denmark's Commercial and Maritime Court.

Singapore Airlines in talks with Sempati

By Maruella Saragosa in Jakarta and James Kyng in Singapore

Singapore Airlines, the national carrier, has begun negotiations to take a stake in Sempati Air, a private airline controlled by the youngest son of Indonesia's President Suharto.

Saudi prince pays £104m for Paris George V hotel

By Scheherazade Daneshdru in London

The George V hotel in Paris - one of Europe's most prestigious - has been sold by the Granada Group to a nephew of King Fahd of Saudi Arabia for \$104m (£174m).

Opening doors to performance

For the fifth consecutive year CVC has been confirmed as the leader in continental European management buy-outs by KPMG Corporate Finance.

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The George V - famous Paris hotel in need of refurbishment

the bid. The George V made an operating loss of £200,000 on turnover of £16.9m in the year to January 31. Kingdom Establishment, Prince Alwaleed's holding company, said: "It may seem a full price but we believe... we will get the returns we are looking for on this investment."

It emerged yesterday that an earlier offer of between £700m-£750m by the prince for the whole Exclusives portfolio, which was rejected by Granada, was made in partnership with Marriott International, the Washington-based hotel group that is also bidding for many of the hotels for its luxury Ritz-Carlton brand.

The Brunel Investment Agency has been negotiating for the George V through The Audley Group, a newly formed UK-based company owned by the agency which is seeking to acquire some of the world's best hotels. The agency transferred ownership of the luxurious Dorchester hotel in London and the Beverly Hills hotel in California to the Audley Group, earlier this year.

Industry analysts say the airline, one of the world's most profitable, has been looking for ways to expand in the booming Asia-Pacific region. Passenger and cargo traffic between Indonesia and Singapore has been growing rapidly and is expected to remain buoyant as Indonesia's economic growth continues.

Sempati's controlling shareholder is Mr Hantomo Mandala Putra. Other large shareholders include a military pension fund and Mr Mohammad Hassan, a timber tycoon and close associate of Mr Suharto.

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## COMPANIES AND FINANCE: EUROPE

## Saga to save \$200m on N Sea buy

By Robert Corzine

Saga Petroleum, Norway's biggest oil explorer, is expected to save about \$200m through tax concessions on its \$1.23bn acquisition of Santa Fe, the Kuwaiti-owned UK North Sea oil and gas company.

Mr Jan Peter Valheim, Saga finance director, confirmed that, under Norwegian law, interest on debt incurred to buy Santa Fe was fully deductible against Norwegian taxes at a marginal rate of 70 per cent.

Oil sector analysts said this was equivalent to a 3 per cent cut in Saga's cost of

capital. The effect will be to reduce the cost of the acquisition by \$150m. A further \$50m in savings represents Santa Fe's UK tax losses.

Market concerns that Saga paid too much for Santa Fe were behind the slump in the company's shares yesterday when they resumed trading on the Oslo bourse after a two-day suspension.

The shares opened Nkr9 lower at Nkr96.50, before recovering to close at Nkr100.5.

A sizeable number of Saga shares are held in the US, where the company was yesterday briefing leading shareholders.

Saga executives went to some lengths yesterday to dismiss fears that the company had paid too high a price for Santa Fe.

They pointed to the substantial value that should flow to shareholders from the acquisition, which should result in "more than 15 per cent return on equity after tax" at an average oil price of \$18.50 a barrel. The latter is well below current levels but in line with many price forecasts for 1997.

The executives also pointed to the prospect of a significant increase in Saga's

earnings per share, although Mr Valheim said exact figures would only be made available in Saga's results next February.

The effective date for the transaction is June 1996, so Saga should also benefit from what executives said would be "a substantial positive after-tax cash flow" at Santa Fe for the second half of the year.

No details were provided, but it was thought that figure could be close to \$100m. Saga also pointed to its record in five previous asset acquisitions in the Norwegian offshore industry.

Total reserves at those

fields have risen by 35 per cent since the time of the acquisitions, in part because most field operators tend to use generally conservative estimates of reserves.

Executives said Saga's knowledge of Norwegian fields close to some of Santa Fe's assets should also prove valuable.

Saga's advisers said the low valuations placed on Santa Fe by some analysts did not reflect such "upside."

The lowest bids for Santa Fe were thought to be about \$80m. The next closest bid - by Conoco - was thought to be in the region of \$1.15bn.

## Securitas sees few barriers to growth

The Swedish group has thrived on outsourcing growth and hard-pressed police

Securitas, one of Europe's leading security groups, practises what it preaches. At corporate headquarters in Stockholm, visitors must negotiate uniformed guards and thick glass security doors before gaining admission to management areas. Even the cloakroom coat-hangers, fixed to their rails, are theft-proof.

Such attention to detail has served the Swedish group well. Over the past decade profits have grown at an annual rate of 37 per cent and operating margins have widened from 1 per cent to 7.5 per cent.

Securitas has been an eye-catching performer in a traditionally unglamorous sector, and its shares have surged more than 80 per cent this year on the Stockholm bourse.

The company, whose largest owner is Latour, a Swedish investment company, with a 16 per cent stake, has seen its market capitalisation reach SKr13bn (\$1.91bn) - leaving it poised to enter the FTSE100 list of Europe's largest 500 companies.

Mr Thomas Berglund, Securitas chief executive, traces the group's rapid growth to its decision in the mid-1980s to revamp its corporate management and focus on core security operations, while retreating from other fields such as contract cleaning. That step has coincided with new opportunities in the security market, amid an increasing tendency for companies to outsource their security requirements.

The outsourcing trend is bolstered by growing financial and time constraints on the police. In France, bracing itself for another outburst of terrorism after Tuesday's rush-hour bomb in Paris, officers may have more important things on their minds than watching for break-ins. According to Securitas, the *gendarmerie* refuses to respond to private alarms unless a break-in has been verified - creating a valuable niche for security service providers. The position is similar in Norway.

Today Securitas's divisions encompass broad-ranging security services to companies, cash handling and alarm services for banks and retail clients, and home security. The biggest unit is its large company-related activities, accounting for 55 per cent of group sales. One lucrative area is provision of airport security. Securitas handles security at 20 airports in five countries, and is optimistic of winning new contracts.

In its core areas, Securitas has shown a strong appetite for acquisitions. This year the group has purchased 10 companies in six countries at a cost of about SKr1bn. It now has a presence in 14 European countries and sales are likely to be close to SKr1bn this year.

Mr Berglund dismisses suggestions that the company ought to consolidate



Police have better things to do than answer faulty burglar alarms. Emergency services at the Paris station where a bomb killed two people on Tuesday

before launching into a new round of expansion. Buoyed by a strong cash flow, Securitas will continue its march into European markets, he asserts.

One factor in Securitas' favour as it seeks to manage its rapid growth is its flat organisational structure. Only four management tiers separate Mr Berglund from workers on the ground. The Securitas model involves working through local management rather than drafting in Swedish executives to newly acquired subsidiaries.

The company identifies the difficulty of finding sufficient numbers of suitable staff as the only curb on its growth. Investment in personnel is substantial, representing 60

per cent of total costs, but has paid dividends. In the late 1980s, annual turnover of Securitas guards was as much as 100 per cent. This has been reduced to 30 per cent by increasing wages and improving training - a strategy which has eased recruitment costs.

Mr Berglund illustrates the point with the UK market, where Securitas acquired Security Express earlier this year. He criticises the UK for "low wages, poor training, and lack of basic values for the industry."

Mr Peter Lawrence, Nordic equities specialist at Kleinwort Benson, the UK investment bank, applauds the staff-oriented approach. "Securitas is one of the best, if not the best, managed

companies in Scandinavia," he says.

Bolstered by a 40 per cent share of its domestic Nordic market, Securitas' prime focus is western Europe, where it has a 3 per cent market share. Although the group's organic growth was 6 per cent last year, it expects future expansion to occur principally via acquisitions.

Four countries - Germany, the UK, France and Italy - account for 76 per cent of the total European market. Securitas is present in all of these except Italy. But with outsourcing on the increase there, Italy would be a next logical step for the group.

Beyond that, the company is looking to expand eastward. It is already present in

Poland and, says Mr Berglund, the Czech Republic could be next.

The company's rapid expansion has fostered high expectations among investors. Its heady price/earnings ratio of 35 would be vulnerable to an aggressive derating were Securitas to start missing targets, Mr Lawrence says.

However, Mr Hakan Winberg, Securitas chief financial officer, sees little to interfere with the group's prospects of expanding at an annual rate of 2 per cent above GDP growth, in line with overall market growth. "Of course, our rating creates expectations. But we see it as a stimulus," he says.

Greg McIvor

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This announcement appears as a matter of record only.

**Nedlloyd**

Shareholders in Royal Nedlloyd N.V. and other entitled parties are invited to attend an Extraordinary General Meeting of Shareholders which will take place on Friday 20 December, 1996, at 10.00 hours at the head office of the Company in Willemsoord, Boompjes 40 in Rotterdam.

The main item on the agenda concerns the authorisation of the Executive Board to contribute Nedlloyd's ocean container shipping business into a joint venture - to be named P&O Nedlloyd Container Line - together with the ocean container shipping business of the Peninsular & Oriental Steam Navigation Company.

As of today, the complete agenda can be inspected and obtained free of charge at the office of the Company and at the offices of the banks named hereunder.

## Registration

To obtain entry to the meeting and to be able to exercise the rights attached to bearer shares, holders of registered shares must have lodged their shares at the latest on Tuesday 17 December, 1996 at the office of the Company or at the Main Office of one of the following banks:

- ABN AMRO Bank N.V., Herengracht 598, 1017 CE AMSTERDAM
- MeesPierson N.V., Finken SS, 1012 KK AMSTERDAM
- Commerzbank AG, Neue Mainzer Strasse 52-56, 60261 FRANKFURT AM MAIN.

The certificate of deposit from the bank will serve as admission card to the meeting.

Holders of American Depositary Receipts are entitled to obtain entry to the meeting (ADRs do not carry voting rights) upon showing an admission card for this meeting that will be issued upon request by Depository J.P. Morgan, New York, at the latest on Tuesday 17 December, 1996.

To obtain entry to the meeting and to be able to exercise the rights attached to registered shares, holders of registered shares must have given written notice of such intention at the latest on Tuesday 17 December, 1996 to the Secretariat Executive Board who will then issue an admission card to the meeting.

## Proxies

Shareholders wishing to be represented at the meeting through a written proxy are being advised that their proxy must have been signed by the rightful owner of the relevant share(s). In addition, the form of proxy must have been received in the office of the Company by mail or fax not later than on Wednesday 18 December, 1996 (Secretariat Executive Board). Where registering, the holder of bearer shares will receive a form of proxy from the bank; the holder of registered shares will receive a form of proxy from the Executive Board.

Rotterdam, 5 December 1996

Executive Board

Royal Nedlloyd N.V. - Boompjes 40 - 3011 XB Rotterdam - Tel 31-10-400.6812 - Fax 31-10-400.6190

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Financial Results as of 30th September 1996

	Millions of Yen 6 months ended 30th September 1996	Millions of Yen 6 months ended 30th September 1995	Year ended 31st March 1996
Income before Income Taxes	195,468	111,849	1,028,526
Net Income	86,906	6,381	(262,018)
Total Assets in Banking Accounts	18,283,193	15,895,077	15,487,844
Total Assets in Trust Accounts	32,918,827	33,442,756	32,021,482
Dividend	13.00 per share	14.00 per share	17.00 per share

The Interim Report for 6 months ended 30th September 1996 will be available upon request from January 1997. Please direct enquiries to the address below.

The General Affairs Dept., The Sumitomo Trust & Banking Co., Ltd.  
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COMPANIES AND FINANCE: EUROPE

EUROPEAN NEWS DIGEST

**Cemex subsidiary secures \$850m loan**

Valenciana de Cementos, the Spanish subsidiary of Cemex of Mexico, the world's third-largest cement producer, has secured a syndicated loan worth \$850m. The loan, the biggest negotiated by a Spanish company, will be used to refinance existing debt at Valenciana and at other parts of Cemex, the company said. The loan, denominated in several currencies, has a maturity of seven years.

Cemex shares rose on the news. Three series of Cemex shares were among the top 10 percentage gainers on the Mexican bourse. Cemex B, A and CPO series were up 2.96 per cent, 2.88 per cent and 2.52 per cent, respectively. "This is great news - Cemex is a good company. Dealing in the stock is heavy, it's in demand," said a floor trader. "It was already cheap and foreign bargain hunters have stepped in to buy the stock."

Analysts' reaction to the deal was more measured, however. "It's good news but it just improves Cemex's repayment schedule. It's more of the same," said Mr. Jaime Fernandez, an analyst at the Interacciones brokerage. "The fact that Cemex is rallying is due to it being a blue chip stock and in the current situation, dealers are buying what they are familiar with." Analysts said debt was one of Cemex's main stumbling blocks, although the company itself was considered one of the best in its sector.

**Mercedes-Benz on target**

German carmaker Mercedes-Benz said yesterday it was confident of achieving its 1996 sales target of DM76bn (\$48.6bn). Chairman Mr. Helmut Werner told the German daily Handelsblatt he was "very satisfied" with the development of earnings.

He said the company would sell significantly more than 600,000 cars, and have unit sales of 340,000 commercial vehicles, as reported previously. Mr. Werner said he was confident Mercedes' commercial vehicle unit would be profitable in 1996, although business in the division was still unsatisfactory.

Saab, the Swedish carmaker, said US November car sales rose 37 per cent from a year earlier, to 1.878. In the 11 months to November, sales were up 7.5 per cent at 25,931 cars.

**Bezeq looks to multimedia**

Bezeq, Israel's state-owned telecommunications network, plans to develop multimedia as its main business in a move to diversify and respond to growing competition in the industry, according to Mr. Isaac Kaul, the outgoing director. Mr. Kaul added that Bezeq would have achieved 100 per cent penetration of the telephone and cellular phone market in Israel by the end of the decade.

Bezeq plans to base its multimedia services on the transfer of voice, data, pictures and graphics, the main strengths of Israel's high-tech industry. However, Mr. Kaul said it was up to Israel's communications ministry, which oversees Bezeq, to allow the company to introduce new technologies. The ministry has said it would open Bezeq to more competition, and even deregulate the domestic network. But it has still to decide whether to allow Cable and Wireless, the UK telecoms group, to increase its stake in Bezeq. C&W holds a 10 per cent stake, which it is interested in raising by a further 10 per cent.

**Tele Danmark sells card stake**

Tele Danmark, the Danish telecoms company, has sold its 50 per cent interest in Danmoent, developer and manufacturer of a smartcard electronic cash payment system, to the PBS Group, the Danish banks' electronic payment service.

Danmoent cards carry a small electronic chip which can be "loaded" with credits from a bank account and are designed to be used to pay for small purchases. Visa recently bought worldwide rights to use the Danmoent system under the Visa name.

**KLM to renovate fleet**

KLM, the Dutch airline, plans to spend Fl 103m (\$59.5m) on modernising its fleet of 11 Boeing 747-300s, the newspaper De Telegraaf reported. The airline said the measures, aimed at delaying the need for new aircraft, would yield annual savings of at least Fl 18m. The modernisation is expected to ground aircraft for an estimated 48 weeks.

**Suez posts FFr60bn sales**

Suez, the French financial and industrial holding company, has posted sales of FFr60.27bn (\$11.5bn) in the nine months to September, against FFr59.76bn a year earlier, on a like-for-like basis. Banque Indosuez did not contribute to operating profit in the third quarter, after the divestment of Suez' 33 per cent holding in July.

**Ebro Agrícolas ahead**

Ebro Agrícolas, Spain's leading sugar producer, has posted 1996 net profit of Pta5.4bn (41.6m), up from Pta4.6bn a year earlier. Sales climbed 4.5 per cent to Pta160bn, the company said.

**Heidelberg Zement healthy**

Heidelberg Zement, the German cement company, said sales rose 5 per cent to DM4.5bn (\$3.1bn) in the nine months to September, buoyed by double-digit growth rates in the third quarter. For the full year, the company expects "positive influences" on operating results, barring extreme weather conditions in the autumn. In 1995, it reported net profit of DM469m on sales of DM6.049bn.

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**Investors digest Thomson implications**

David Owen and Bernard Gray report on ramifications of suspending the group's privatisation

Movements in share prices told most of the tale yesterday, as the implications of the surprise suspension of the Thomson privatisation started to sink in for the companies involved.

After the unexpected overturning of the French government's decision to award Thomson to Lagardère, the magazines to missiles group, Lagardère's shares plunged more than 10 per cent to FFr140 as soon as trading restarted on the Paris stock exchange.

The fall reflected the blow to the ambitions of Lagardère to dominate the French defence electronics business. Lagardère intended to dispose of the multimedia television arm of Thomson to Daewoo of Korea, but would have kept Thomson-CSF, the defence electronics group and pooled it with its own missiles and space business, Matra Défense-Espace.

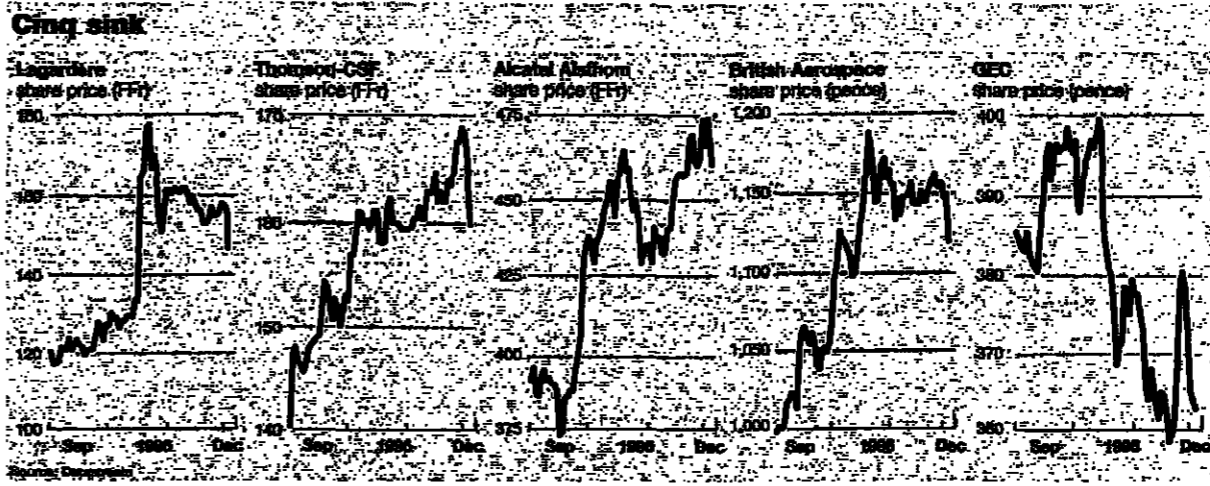
The acquisition would have created Europe's largest defence electronics combine, with sales of about FFr60bn (\$11.94bn), second only to Lockheed Martin of the US.

Although Lagardère said that it would form international joint ventures in relevant parts of Thomson's business - in missiles with British Aerospace or space with the UK's General Electric Company - Lagardère would have been very much in charge.

Ironically, as Lagardère's shares were hit because it may now fail to get Thomson, shares in Alcatel, the telecoms giant which had been vying with Lagardère to buy Thomson, fell because investors feared that its ambition could resurface.

By early afternoon, Alcatel's shares were down FFr15.10, or more than 3 per cent, at FFr460, as the market realised that Alcatel chairman Mr. Serge Tchuruk's hopes of adding Thomson to his group's diverse range of businesses could yet be revived.

Anglo-Saxon investors in particular are sceptical about Alcatel's plans to buy Thomson, since they view the telecoms giant as a



sprawling, under-managed group which needs to focus on its core telecoms business rather than crusade into new areas it knows little about.

Alcatel is undergoing a wide-ranging restructuring exercise, and investors want to see the results of this before the company even considers expansion.

The consensus was that both bidders would be invited to produce revised plans which took into account the French parliament's fears about the prospects for Thomson's multimedia business.

However, whether Lagardère could change the terms of its offer enough to remove the privatisation commission's reservations remains in question.

The commission was worried that France might not be able to enforce the undertakings on investment and job creation which Daewoo has given in its bid to buy Thomson, fall because investors feared that its ambition could resurface.

Daewoo officials in Korea were incredulous at the announcement that the sale of Thomson Multimedia had been suspended. When first told of the news by AFX Asia, Mr. Yang Jae-yul, Daewoo Electronics president, said: "I can't believe this. We did not expect this kind of an outrage."

Mr. Baas Soon-hoon, Daewoo Electronics chairman, had earlier said that, if the Thomson acquisition was blocked, Daewoo would nonetheless proceed with plans to build consumer electronics plants in France as part of an effort to gain European sales and avoid trade barriers.

In the UK, share price movements were also revealing. The slump in BAE's shares, and the relative lack of reaction of GEC's investors, was a good reflection of the implications of the Thomson wrangle for the two companies.

BAE's 27p fall to \$11.21 was a clear indication of the blow to the company's international strategy. BAE has formed a deep alliance with Lagardère, with the two companies pooling their missile interests. They had

intended to inject Thomson's missile business into the joint venture.

There was also a possibility that the two companies would co-operate on other aspects of Thomson's defence interests. Yet the decision to reject the current Lagardère bid throws everything but the existing Matra-BAE Dynamics missile venture into doubt.

The link-up with Lagardère is part of BAE's strategy for the rationalisation of the European defence industry. BAE is talking informally to most important European defence contractors in the hope that it can strike deals and alliances as a precursor to deeper mergers.

While its main area of expertise is in the aircraft business, BAE is also involved in making increasingly sophisticated computer and weapons systems operate together. The systems integration business is now spreading rapidly, from fighter aircraft to areas such as ships.

BAE is therefore interested in continental defence companies with similar skills, such as Thomson in France and STN in Germany. Yesterday BAE signed a deal to take part ownership of STN and run its naval systems business, but the difficulties with Thomson are a much more important blow to its systems integration ambitions.

While BAE has clearly suffered a set back, it is not clear that GEC will benefit - one reason why its share price

closed unchanged at 364p yesterday. GEC had ambitions to pool its defence electronics subsidiary, GEC-Marconi, with its counterpart Thomson-CSF to create a world scale defence electronics group.

Because of the great overlap between Marconi and Thomson-CSF's business, such a deal would have produced substantial savings by eliminating duplication of effort.

But, unfortunately for GEC, it was working with Alcatel on such a proposal, and Alcatel had lost the bidding war. Yet while Lagardère has been hit by yesterday's announcement, it is not clear that Alcatel or GEC will gain.

To the extent that the situation has become fluid, it gives GEC a hope that it can reinstate its ambitions for a grand alliance with Thomson. But the apparent determination in Paris to keep Thomson French may mean that neither of the UK's big defence companies may benefit.

The progress of rationalising in the European defence industry will also have suffered a further blow. Europe has lagged far behind the US in the consolidation of its defence industry as a reaction to the end of the cold war.

Despite the fact that the European market for defence goods is only half the size of that in the US, it remains badly splintered.

Effort in high technology research and development has been duplicated, while uneconomic, short production runs for bespoke equipment for different countries has forced up defence equipment costs.

Privatisation of the French industry was a necessary step towards mergers of defence companies across national boundaries which would allow rationalisation to occur.

The problems with Thomson have retarded progress towards that aim, and the entire European industry may be poorer as a result.

Additional reporting by John Burton in Seoul



Jean-Luc Lagardère: his group has suffered a setback in its plans to dominate the French defence electronics business

**New executives at Swiss insurer**

William Hall in Zurich

Zurich Insurance, Switzerland's second-biggest insurer, has signalled it wants to shake up its financial performance by appointing a new chief investment officer and new chief financial officer.

Mr. Markus Rohrbasser, 42, former chief executive of Union Bank of Switzerland's North American operations, will take over as chief financial officer, while Mr. Laurence Cheng, 48, the Canadian head of Zurich Investment Management in Chicago, assumes the role of chief investment officer.

They join the corporate executive board and will effectively replace Mr. Reif Hänggi, 53, who has done both jobs for the past decade.

Mr. Hänggi, who announced in summer he would retire and become a vice-chairman of Roche, has overseen a near-quadrupling in Zurich's investment portfolio, to SFr106.9bn (\$81.4bn). In the first six months of 1996, Zurich's investment income rose 21 per cent to SFr3.1bn.

However, Mr. Tom Bennett, an insurance analyst with Paribas in London, welcomed the decision to split the role of chief financial

officer and chief investment officer. He said Zurich's investment performance over the past decade had been "safe rather than spectacular". The new appointments were a "sensible move by a company that wants to enhance shareholder value".

Mr. Rohrbasser's appointment is the more surprising of the two. Until a year ago he was running UBS's important North American operations and, given his age, seemed to be marked out as a high-flyer inside UBS. However, the arrival of Mr. Mathis Caballavetta, UBS's new chief executive, led to a management reshuffle. Mr. Rohrbasser stepped down from the enlarged executive board to assume the management of special projects in its private banking and institutional asset management division.

Mr. Rohrbasser's appointment is a sign of the growing competition between the big Swiss banks and insurance companies for executives. Mr. Lukas Mühlmann, Swiss Re's chief executive, takes over as chief executive of Credit Suisse next month.

Mr. Rohrbasser, like Mr. Richard Thornburgh, Credit Suisse's new chief financial officer, has a strong corporate finance background.

**Belgian steel partnership called off**

By Neil Buckley in Brussels

Cockerill Sambre, Belgium's biggest steelmaker, has called off plans for a partnership with Usines Gustave-Boël, a small privately-owned steel company, in what could be blow to the steel industry of Wallonia, Belgium's French-speaking southern half.

Cockerill Sambre, whose shares were suspended for three hours in Brussels yesterday pending an announcement on the partnership, also denied speculation that it might merge with Forges de Clabeco, an ailing Walloon steel company.

Plans for a BFr1.5bn (\$46.5m) injection of state aid injection into Forges de Clabeco are being probed by the European Commission. Mr.

Karel Van Miert, EU competition commissioner, is yet to be convinced the steel maker has a viable future.

Usines at Usines Gustave-Boël were later told that the company was likely to sign a long-mooted partnership agreement with Hoogovens, the Dutch steelmaker. Boël staff fear the deal could lead to closure of part of the business and job losses.

Cockerill Sambre said an examination of the profitability, sensitivity to the economic environment and financial needs of the groups had concluded that a partnership with Boël was not in the interests of either group.

"A lasting future for Boël could not be guaranteed without weakening Cockerill," the company said. The Walloon steel industry

has been hit hard by the economic downturn in neighbouring France and Germany in the first part of this year, and the slump in world steel prices.

In September, Cockerill Sambre announced a first-half loss of BFr150m and launched a three-year cost-cutting plan involving redundancy for a fifth of the workers, or about 2,000 jobs.

It added that it was looking for a partnership with a similar-sized group to reduce costs.

It emerged last month that Cockerill and Boël were considering such a partnership, aimed at safeguarding as many jobs as possible and supporting the Walloon industry. But Cockerill, which specialises in high-margin coated steel prod-

ucts, said yesterday Boël needed a partner with surplus capacity in semi-finished products, and which could also provide strong future prospects for utilising Boël's plant at La Louvière, southern Belgium.

It said the groups could not be partners owing to an "absence of complementary aspects and worthwhile economic synergies between the two companies".

Mr. Robert Collignon, minister-president of the Walloon regional government, which remains the majority shareholder in Cockerill, had said earlier he was committed to preserving as much as possible of the Walloon industry, but did not want to Cockerill to enter a partnership which might weaken it.

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COMPANIES AND FINANCE: ASIA-PACIFIC

Wheelock almost halved at interim stage

By Louise Lucas in Hong Kong

Wheelock, the Hong Kong holding company for the late Sir Yue-kong Pao's listed corporate empire, reported net profits for the six months to September nearly halved to HK\$788m (US\$101.9m).

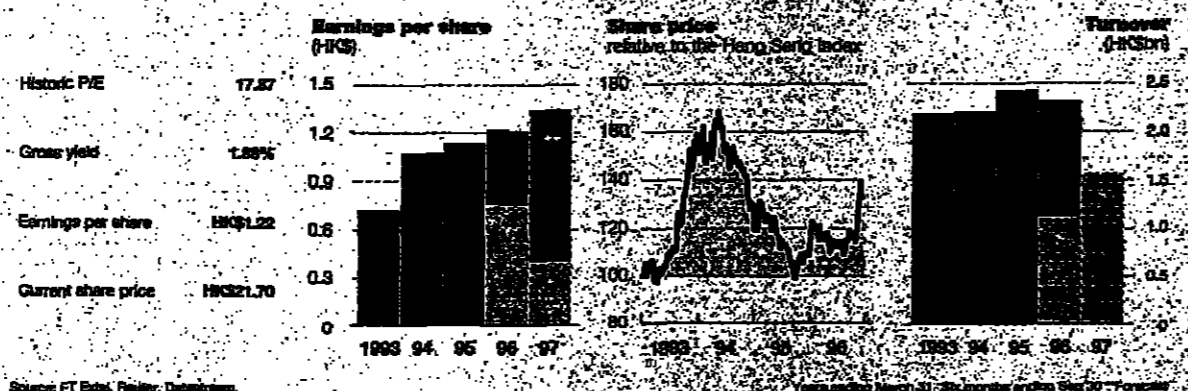
The results were broadly in line with analysts' expectations. Mr Gonzaga Li, chairman of Wheelock, looked to Hong Kong's "generally improving economic environment" to fuel further growth.

Last year's figure of HK\$1.51bn included non-recurring contributions worth HK\$990.5m arising from asset swaps between group associates Wharf and New Asia, as well as investment disposals.

In the current first half, asset and investment disposals netted HK\$189.9m, and a one-off loss of HK\$70m was taken as a result of closing

PROFILE WHEELOCK

Market value: \$5.7bn Main listing: Hong Kong



Source: FT Data, Reuters, Datamonitor

department stores owned by Lane Crawford, its retail arm.

Wheelock is still viewed by analysts as chiefly a property company, although it seeks conglomerate status on account of its interests in telecoms, ports - through

associate company Wharf - and Wheelock's own retail and trading activities. Wharf accounted for some 70 per cent of the interim profits.

The improvement in Hong Kong's property market, which had been sluggish in 1994 and 1995, resulted in

strong demand for flats. On the retail side Lane Crawford was hurt by the move into Singapore - its store there was closed in September - and flat consumer spending in Hong Kong.

Analysts question the strength of the trading side

following the termination last month of the Wheelock NatWest investment-banking joint venture. The group is examining further opportunities in this area, and its brewery joint venture in China with Foster's of Australia is being expanded

ahead of schedule in order to meet demand for "Largo" beer.

Earnings per share for the interim period slumped 47.9 per cent, from HK0.75 to HK0.391. Jardine Fleming Securities is forecasting HK\$1.31 for the full year, up 7 per cent on the previous year's HK\$1.22. Directors are proposing to maintain the interim dividend at HK\$0.115.

Wheelock Properties has been granted approval for a 2.5m sq ft residential project in Sham Tseng in the western New Territories, reports AXA-Asia.

The company added that its Plaza Hollywood shopping development in Diamond Hill would be opened in the first half of next year, with 90 per cent of space leased. The first phase of the residential part of the project, with an area of 1.16m sq ft, would be put up for sale in the second quarter.

ASIA-PACIFIC NEWS DIGEST

Highlands and Inco in exploration link

Highlands Gold, the Papua New Guinea-based mining group facing an unwanted A\$420m (US\$336m) takeover bid from Canada's Placer Dome, has reached an agreement allowing a subsidiary of Inco, the world's largest nickel producer, to "farm into" two of its exploration areas in Indonesia.

The agreement means Inco will take up to 60 per cent in the two areas, both of which are in Aceh, northern Sumatra, in return for funding exploration costs of US\$10m. Although the deal was only announced yesterday, Highlands said it had been negotiated before Placer's bid.

Highlands has called in Baring Brothers Burrows to prepare an independent valuation of its assets, which it says should be sent to shareholders by early January. It repeated its assertions that Placer's offer failed to recognise the value in Highlands' two "advanced" - but as yet undeveloped - mining projects, at Frieda River and Ramon. Nikki Tait, Sydney

Lion Nathan upbeat on China

Growing entry barriers for foreign brewers would enhance the value of Lion Nathan's two breweries in China, said Mr Douglas Myers, managing director. He said earnings before interest and tax at the Wuxi Brewery in southern China had almost doubled in the past year.

Mr Myers told shareholders at the annual meeting that the company's number one target was to improve earnings in its Australian breweries, which include Toohy's, Castlemaine and Swan. "The good news is that the Australian beer market, unlike New Zealand's, is not declining." He said the company had the financial capacity to reverse its slipping market share in Australia. Terry Hall, Wellington

CBA close to pensions deal

By Nikki Tait in Sydney

Commonwealth Bank, the Australian commercial bank, has emerged as the likely buyer of the Commonwealth Funds Management business, which is being sold off by the federal government. The fund manages about A\$8bn (US\$6.4m) of pension fund money for public servants.

Mr John Fahey, finance minister, said yesterday that Commonwealth Investment Services, a wholly-owned subsidiary of the bank, had been selected as the preferred bidder.

Towers Perrin, the international pensions and actuarial consultancy firm, had been chosen as the preferred buyer for CFM's "Total Risk Management" asset consultancy subsidiary.

No price for the likely deals was disclosed, with the minister saying that some final due diligence checks needed to be completed.

"Final sales contract negotiations are expected to be concluded prior to Christmas," said Mr Fahey.

Other potential buyers at the outset were thought to include Lend Lease, ANZ, Mercantile Mutual and AMP, although a number of these were believed to have dropped out of the auction.

CFM's main clients include the Commonwealth Superannuation Scheme and the Public Sector Superannuation Scheme. It also manages pension fund money for Telstra, the large telecoms group, and Australia Post.

The new conservative federal government is seeking to partially privatise Telstra.

Fund management business normally sells for about 1.2 per cent of assets under management. However, it has been recognised that

outs in Australia's public sector and uncertainty surrounding Telstra's ownership might make CFM a less attractive proposition.

S Korean utility sees profit fall

By John Burton in Seoul

Korea Electric Power (Kepeco), South Korea's state-run electricity monopoly, yesterday warned 1996 net earnings would fall 34 per cent, from Won910bn last year to Won600bn (\$721.5m).

Kepeco blamed the earnings fall, its first in four years, on higher oil prices. The weakness of the Won against the US dollar has also increased interest costs on its mainly US dollar-denominated foreign debt.

Despite the decline, Kepeco is expected to post the highest profits of any Korean company in 1996.

Sales are expected to rise 13 per cent to Won11,862bn, while expenditures will rise 14 per cent to Won11,000bn.

The rise in the international price for oil has lifted Kepeco's raw materials cost by 16.2 per cent to Won2,942bn. Financial costs will grow 4.7 per cent to Won662bn.

Odds shorten on NSW betting shop flotation

By Nikki Tait

The New South Wales state-run chain of betting shops - better known as the TAB - could be privatised via a stock market flotation in the near future.

The NSW TAB is one of Australia's largest gaming organisations, running almost 1,500 off-track betting outlets and notching up turnover of A\$3.6bn (US\$2.87bn) last year.

Rumours of an impending sell-off by the current Labor state government have circulated for several months. The TAB's official policy has so far been one of "corporatisation" - putting the business on a conventional commercial footing - although some form of privatisation has never been formally ruled out.

Yesterday, a spokesman for the state treasurer was quoted as saying that no decision on privatisation had been taken. However, the



state opposition moved quickly to say that it would be willing to support plans for a sale.

The state TAB in neighbouring Victoria was privatised more than two years ago through a flotation, and renamed TABCorp. The sale was surrounded by controversy, with the Victorian

opposition - in this case Labor - campaigning strongly against it.

As a result, the Victorian government was forced to sell the shares more cheaply than it had hoped, and proceeds from the sale were only A\$875m, compared with the A\$900m envisaged.

Since then TABCorp shares have put in a stellar performance, rising from under A\$2 shortly after the float to around A\$5.65 now, and capitalising the group at about A\$1.7bn. In 1995-96, it saw a 37 per cent rise in profits to A\$87.3m. Turnover was A\$6.2bn.

The NSW TAB could fetch around A\$1bn if it were floated off in happier circumstances than those faced by the Victorian TAB. One incentive for a sale could be the prospect of additional expenses faced by the state government in the run-up to the Olympic Games, to be held in Sydney in 2000.

Advertisement for Caixa Geral de Depósitos, featuring a globe, a clock, and the text 'Number One in Portuguese Banking' and 'Rely on Us'.

Advertisement for SDA Bocconi MBA, featuring the Bocconi logo, a scale of justice, and the text 'MBA MASTER OF BUSINESS ADMINISTRATION'.

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COMPANIES AND FINANCE: THE AMERICAS

# Indonesia defends switch of Busang control

By Manuela Saragosa in Jakarta and Bernard Simon in Toronto

Indonesian authorities have defended their move to force Bre-X Minerals, a small Canadian exploration company, to turn over control of the rich Busang gold deposit in east Kalimantan to Toronto-based Barrick Gold.

Mr Umar Said, secretary-general at the department of mines and energy, said: "Our national interest is that natural resources should be developed as quickly as possible for our national benefit". Barrick and Bre-X told Mr Umar yesterday

they had reached broad agreement along the lines of a government proposal last month. However, Bre-X said several outstanding issues required clarification from the government.

Under the government proposal, as relayed to Bre-X shareholders, Barrick would acquire 75 per cent of Bre-X's stake in Busang.

The government asked for a 10 per cent interest in the property, which is expected to be developed into one of the world's biggest gold mines.

However, Mr Umar denied the government had suggested a 75-25

split. "Our interest is that the Busang deposit must be developed," he said. "The share split is merely a matter of business."

Bre-X currently holds stakes ranging from 80 per cent to 90 per cent in the three zones comprising the Busang property.

The company, listed in Toronto, is valued at about C\$4.6bn (US\$3.6bn). Its shares climbed C\$1.50 to C\$20.20 in early trading yesterday.

Mr Umar indicated that Bre-X's relations with the government soured when it failed to inform the authorities of its indirect acquisition of a "contract of work" - the government licence needed to start mining a deposit - for part of the Busang property.

Bre-X obtained this contract of work when it replaced Montague Gold as a shareholder in Westralian Resources Projects.

"Why didn't they report [this] to the government? Is there anything they tried to hide?" Mr Umar asked.

The contract of work in question is valid only for Busang I, an area which contains only a small portion of the property's reserves.

Bre-X is still awaiting a contract

of work for Busang II, the richest of the three zones.

Separately, Bre-X raised its estimate of Busang's reserves from 47m to 57.3m ounces, with a further increase to 60m ounces likely in early 1997. It forecast annual output at 1.9m ounces at an average cost of US\$96 an ounce. Bre-X added, however, that "there is good potential to expand Busang production significantly beyond the 1.9m ounce rate".

The cost of building a mine, expected to come on stream around the turn of century, is estimated at about C\$930m.

# Charge wipes out earnings at Navistar

By Laurie Morse in Chicago

Navistar said fourth-quarter earnings were wiped out by a one-time \$35m charge taken to cover costs associated with abandoning its initiative for a new generation of trucks.

The US truck maker, under pressure from a cyclical decline in commercial truck demand, is locked in a disagreement with its unions over the future of the company's new truck strategy.

The charge, which had been previously announced, put full-year earnings for the Chicago-based assembler of medium and heavy duty trucks at \$66m, or 49 cents a share, down 64 per cent from \$184m, or \$1.63, for 1995. Sales dipped from \$6.1bn to \$5.5bn.

Excluding the charge, Navistar earned \$82m, or 72 cents - a 45 per cent decline, but in line with Wall Street's expectations.

"While our results can be attributed to a downturn in the industry, our performance last year was not acceptable," said Mr John Horne, Navistar chairman.

"We are now executing strategies to retool those businesses where performance is lacking, and to grow those where we are gaining competitive advantages."

Like other truck makers, Navistar is struggling to remain profitable in the volatile North American market.

Heavy truck demand is falling after reaching a cyclical high last year. North American manufacturers built a record 231,000 heavy trucks in 1995, and this year are projected to build 195,400.

However, Navistar projects that demand will dip 13

per cent next year to about 170,000 units, and industry analysts do not expect the cycle to swing upward until 1998.

The contracting market has intensified competition, and Navistar is now facing challenges to traditional markets such as school bus and fire-engine chassis from Freightliner, the Oregon-based subsidiary of Mercedes-Benz.

The nature of competition has changed in this cycle, with foreign-owned manufacturers such as Freightliner and Volvo's GM-White dominating the heavy-duty segment for the first time.

This has put pressure on Navistar to achieve competitive wage, benefit and productivity levels, and take a hard line with its unions.

To cut costs and raise productivity, Navistar is simplifying its assembly centres, and changing from an individual to a team assembly process.

Next year it will concentrate heavy truck production in Chatham, Ontario, and rework its main factory in Ohio to become a medium-duty truck centre.

The company is also expanding its presence in Mexico, and will build a \$167m factory in Escobedo next year.

However, it has halted a planned \$450m investment to build a new medium truck line at the Springfield, Ohio factory, after falling to obtain concessions from the United Autoworkers Union. The \$35m charge to fourth-quarter earnings covers costs associated with abandoning that project.

Navistar is going ahead with a new heavy truck line, introducing several new products this year.

# Venezuela invests hope in bank privatisations

Government intends the sell-offs to signal an end to the crisis in the country's financial system

When the Venezuelan government set for the privatisation of the country's two largest banks, it hoped to mark the end of the financial crisis that plunged Venezuela into a prolonged economic recession.

Stakes of 80 per cent in Banco de Venezuela and Banco Consolidado are to be offered to pre-selected bidders in auction on December 19, with the remaining 20 per cent in each offered to retail investors through the respective branches of the banks.

The state insurance guarantee fund, Fogade, set the base price for Banco de Venezuela at \$268m and that of Banco Consolidado at \$148m. A third, smaller, bank, Banco Tequendama, will be auctioned on December 20 with a base price of \$48m.

Bidders for the larger banks include Spain's Banco Santander and Banco Bilbao Vizcaya, France's Banque Paribas, as well as Colombia's Banco Bogota and Banco de Colombia.

Most analysts agree that Venezuela's banks have improved considerably since more than half of them had to be bailed out by Fogade

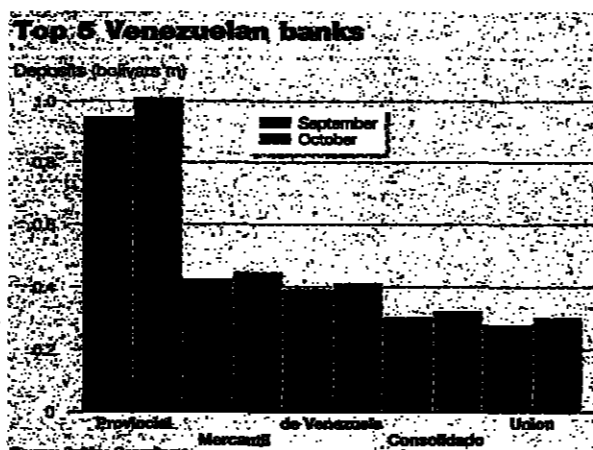
during the 1994 banking crisis. Standard and Poor's, the credit rating agency, said in a recent report that it "does not believe that the Venezuelan financial system will weigh any longer on its sovereign rating".

The agency said the forthcoming privatisation was an indication of the government's commitment to economic reform, and would introduce much-needed competition to the sector.

S&P also pointed out, however, that risk in Venezuela's banking system is still higher than elsewhere in Latin America, and is likely to remain so until regulation and supervision are tightened, and banks capture a higher share of total deposits and resume lending activity rather than hold on to government bills.

Banco de Venezuela has seen a significant improvement in performance, especially following market-oriented reforms taken early this year. The bank reported a net profit of \$268m (\$55m) for the first half of 1996, up from \$44.4bn in the second half of the previous year.

These results are attributable in part to the bank's foreign currency hedge dur-



The bank sales could also influence the result of a heated national debate over the forthcoming disposal of part of the country's heavy steel and aluminium industry, worth \$3bn-\$4bn

ing last April's depreciation of the bolivar.

The bank has an equity-to-assets ratio of 12 per cent, just above the industry average in Venezuela of 11.6 per cent.

Mr Luis Inestroza Pocaterra, president of Banco Consolidado, the country's fourth-largest bank with deposits of \$325bn, said the bank's debt portfolio had improved dramatically.

"We're completely clean and operative and will register a net profit of some \$80m this year," he said.

He added that the new owners of the two banks will face a much more competitive environment than in previous years. The objective of Banco Consolidado, he

said, must be to expand its network of branches into the petroleum-producing areas of the country.

The transfer of Venezuela's banking system back to the private sector has not come without resistance, however.

This is the second attempt to sell Banco Venezuela: political opposition last August forced Fogade to call off the first attempt. Mr Teodoro Petkoff, planning minister, publicly denounced the existence of a "slush fund" allegedly set up by former bankers - some of whom are facing trial in New York over fraud - to be used to finance candidates in the 1998 presidential election campaign.

The sale of Banco de Venezuela and Banco Consolidado comes at a critical time in the government's privatisation programme. Last month's sale of a 40 per cent stake in the telecommunications company CANTV failed to raise the funds the government had sought.

The bank privatisation could also have a decisive influence on a heated national debate over the forthcoming sale of part of the country's heavy steel and aluminium industry, worth \$3bn-\$4bn.

Yet the privatisations are not without uncertainty for retail investors. Unlike the CANTV offer, there will be no incentives such as cash discounts or financing at below market rates. Retail investors placing an order during the book-building process must deposit 10 per cent of the minimum purchase amount of \$100,000.

Some analysts say retail investors face considerable uncertainty and even disincentives. "They don't know what the share price will be, nor who will manage the bank," said one economic analyst in Caracas.

He added that many Venezuelans still distrust banks and know too little about any improvement these might have made since their collapse. "A bank is not a telephone company. It's harder for people to judge," he says.

To compensate for such uncertainty, Fogade, backed by its global lead manager in the sale, Salomon Brothers, is offering retail investors the option of withdrawing their offer within two days after the auction and the fixing of the sale price.

Raymond Colitt

# Continental Airlines shares jump 7% on talk of merger

By Richard Tomkins in New York

Shares in Continental Airlines, the fifth-biggest US carrier, jumped 7% to \$30 1/2 in early trading yesterday - a rise of 7 per cent - after speculation that it was in merger talks with Delta Air Lines, the number three US carrier.

Neither company would confirm or deny the speculation, but according to US media reports, the two had been in talks for months about the possibility of merging to create one of the world's biggest airlines.

However, some doubt was thrown on the reports after it emerged in a filing with the Securities and Exchange Commission that Continental's top executives had sold 1.8m Continental shares, a substantial part of their holdings in the company, over the last few weeks.

In a letter to Continental employees yesterday, Mr

Gordon Bethune, chairman and chief executive, and Mr Greg Brenneman, chief operating officer, said Continental had been involved in takeover rumours several times in the past.

"The bottom line is, our actions speak louder than words," they said. "We would obviously not have exercised stock options if we thought a merger was around the corner which would create a windfall for all stockholders."

A takeover of Continental would cost Delta \$2bn at yesterday's stock price. It would create the largest airline in the US, with about a quarter of the domestic market, but it would be smaller than United Airlines and American Airlines in international services.

The US airline industry has recently been characterised by persistent speculation about a possible consolidation, because takeovers are seen as an easier path to

profit growth than fighting for market share in today's highly competitive environment.

Last year USAir, the sixth biggest carrier, in effect put itself up for sale by holding merger talks with United and American, but the talks came to nothing because USAir's cost base was seen as unacceptably high. Continental is a more attractive target because it has a relatively low cost base.

Continental is part-owned by Air Partners, a Texas investment group headed by Mr David Bomberman, which holds about 20 per cent of the equity and 52 per cent of the voting stock on a fully diluted basis.

Some of yesterday's takeover speculation focused on the possibility that Mr Bomberman might be seeking to realise his investment, but Air Partners said it was "happy" with its holding and had no specific timetable for exiting.

# RBC reports record earnings

By Robert Gibbons in Montreal

Strength in consumer and corporate lending, investment banking and money management helped Royal Bank of Canada earn a record \$1.43bn (US\$1bn) in fiscal 1996, up 13.3 per cent from C\$1.26bn a year earlier. Earnings per share rose from C\$3.49 to C\$4.05.

Assets at October 31 were C\$218bn, up 19 per cent from a year earlier, confirming RBC as Canada's biggest bank. Total loans were up 14 per cent.

Return on assets was 0.74

per cent against 0.73 per cent a year earlier, and on equity 17.6 per cent against 16.5 per cent a year earlier.

The quarterly dividend is being raised 3 cents to 37 cents a share with the February 1997 payment. This is the third increase in 15 months.

Fourth-quarter net profit was C\$376m, or C\$1.09 a share, up 18 per cent from C\$320m, or 90 cents. Return on equity was 17.9 per cent against 16.3 per cent.

During fiscal 1996, RBC bought a Canadian life insurance group and an institutional and pension

custody business. It also acquired Richardson Green Shields for C\$480m through its brokerage unit, RBC Dominion Securities. This acquisition will be included in fiscal 1997 results.

Non-interest expense during fiscal 1996 was up 10 per cent because of higher compensation costs at RBC, heavy investment in new businesses and raising efficiency, and expanding electronic systems and services, said Mr John Cleghorn, chairman. Intense competition and a lower prime lending rate reduced interest margins.

THIS NOTICE IS IMPORTANT AND REQUIRES THE IMMEDIATE ATTENTION OF HOLDERS OF BEARER BONDS. IF HOLDERS DO NOT UNDERSTAND IT OR ARE IN ANY DOUBT AS TO THE ACTION THEY SHOULD TAKE, THEY SHOULD CONSULT THEIR FINANCIAL ADVISER, STOCKBROKER, LAWYER, ACCOUNTANT OR OTHER PROFESSIONAL ADVISER AUTHORISED UNDER THE FINANCIAL SERVICES ACT 1986 WITHOUT DELAY.

NOTICE

to the holders of the sterling denominated  
5% PER CENT CONVERTIBLE CAPITAL BONDS DUE 2006  
of  
ASH CAPITAL FINANCE (JERSEY) LIMITED

(Incorporated in Jersey with limited liability with registered number 19925)  
(the "Bonds")

guaranteed on a subordinated basis by, and  
formerly convertible into ordinary shares of,

AUTOMATED SECURITY (HOLDINGS) PLC

(Incorporated in England with limited liability with registered number 321639)  
and now also guaranteed on a subordinated basis by,  
and convertible into common shares of,

ADT LIMITED

(Incorporated in Bermuda with limited liability with registered number EC-10930)

REQUIRED REDEMPTION

ASH Capital Finance (Jersey) Limited (the "Issuer") hereby gives notice to the holders of Bonds in bearer form (the "Bearer Bondholders" and the "Bearer Bonds" respectively) that the Issuer will on 6th January, 1997, (the "Required Redemption Date") redeem all of the Bonds (including those that are in registered form ("Registered Bonds")) then outstanding in accordance with Condition 8 and the other relevant Conditions of the Bonds. Each Bearer Bond will be redeemed by the Issuer at a price of 100 pence per unit of 100 pence (equating to the denomination of each Bearer Bond). Interest on Bonds so redeemed will accrue from, and including, 15th July, 1996 up to, but excluding, the Required Redemption Date.

A Required Redemption Notice has been posted today to the holders of Registered Bonds in accordance with Condition 23 of the Bonds giving details of the procedure for redemption of Registered Bonds.

CONVERSION AND EXCHANGE RIGHTS

Bearer Bondholders are reminded that the redemption contemplated by this Required Redemption Notice shall not apply to any Bearer Bond in respect of which the applicable Conversion and Exchange Right is exercised by the relevant Bearer Bondholder in accordance with Condition 7 of the Bonds. Bearer Bondholders are also reminded that, in accordance with Condition 7 of the Bonds, their Conversion and Exchange Rights shall terminate at the close of business on 30th December, 1996. Prior to such time Bearer Bondholders may exercise their Conversion and Exchange Rights by delivering to the specified office of any Paying and Conversion Agent listed below during its usual business hours Bearer Bonds together with all unexercised Coupons appertaining thereto and a duly completed and signed Conversion and Exchange Notice (such Conversion and Exchange Notices being obtainable from the specified office of any of the Paying and Conversion Agents) in accordance with Condition 7(e) of the Bonds and otherwise complying with the Conditions of the Bonds.

IMPORTANT

On the exercise of the Conversion and Exchange Right attaching to a Bearer Bond, each unit of 100 pence comprised in such Bearer Bond shall be converted on the relevant Conversion Date into one 2 per cent Exchangeable Redeemable Preference Share in the capital of the Issuer (a "Preference Share"), which shall be allotted at a price equal to the Paid-up Amount of one such unit in accordance with the Articles of Association of the Issuer (comprising payment in full of the nominal amount of such Preference Share of 1 pence and a premium on issue thereof of 99 pence), credited as fully paid. By exercising a Conversion and Exchange Right, a Bearer Bondholder will be deemed also to have exercised the Share Exchange Right (as defined in the Articles of Association of the Issuer) applicable to the Preference Shares arising on the exercise of such Conversion and Exchange Right, and the Issuer will procure that such Preference Shares are forthwith exchanged, in accordance with the Articles of Association of the Issuer, for Common Shares of ADT Limited ("Common Shares") on the relevant Conversion Date.

The value of the Common Shares of ADT Limited into which each \$1,000 denomination of Bearer Bonds is in effect convertible following the exercise of Conversion and Exchange Rights is \$153.40 based on the closing mid-market quotation of the Common Shares as derived from The London Stock Exchange Daily Official List of 2nd December, 1996 (being the latest practicable date before publication of this notice) of \$11.80 per Common Share and an Exchange Price of \$76.60 per Common Share.

In the case of holders of Bearer Bonds who do not exercise their Conversion and Exchange Rights, the redemption amount for each \$1,000 denomination of the relevant Bearer Bonds on the Required Redemption of the Bonds is \$1,000 together with accrued interest.

Bearer Bondholders who wish to accept redemption of the relevant Bearer Bonds (together with accrued interest) rather than exercise their Conversion and Exchange Rights should surrender their Bearer Bonds (together with all unexercised Coupons appertaining thereto) for payment in accordance with Condition 16 of the Bonds at the specified office of any of the Paying and Conversion Agents on or after the Required Redemption Date.

Claims in respect of Bearer Bonds and Coupons are subject to the prescription periods contained in Condition 25 of the Bonds.

PRINCIPAL PAYING AND CONVERSION AGENT  
Lloyds Bank Plc (Registrar's Department)

Anthon House  
71 Queen Street  
London EC4N 1SL

OTHER PAYING AND CONVERSION AGENTS

Morgan Guaranty Trust Company of New York  
Avenue des Arts 35  
Brussels  
Belgium

Kredietbank S.A. Luxembourgeoise  
43 Boulevard Royal  
P.O. Box 1108  
Luxembourg

Issued by: ASH Capital Finance (Jersey) Limited  
Registered Office:  
17 Seaxon Place, St. Helier, Jersey JE1 1BG

Dated: 5th December, 1996

**National Financiera, S.N.C.**  
US\$100,000,000  
Collared floating rate notes  
due December 1998  
The notes will bear interest at  
6.25% per annum for the  
interest period 5 December  
1996 to 5 June 1997. Interest  
payable on 5 June 1997 will  
amount to US\$157.99 per  
US\$5,000 note and US\$3,159.72  
per US\$100,000 note.  
Agent: Morgan Guaranty  
Trust Company  
**JPMorgan**

**Notice to Securityholders**  
Banque Paribas  
Range of up to US \$300,000,000  
Unsecured Floating Rate Securities  
Issued on 20 September 1994  
Banque Paribas  
Range of up to US \$400,000,000  
Unsecured Floating Rate Securities  
Issued on 11 July 1995  
In accordance with the terms and conditions  
of the respective prospectuses, the above  
notes are being transferred to the  
GUARANTY TRUST COMPANY OF NEW  
YORK, London office, as registered  
PAYING AGENT for the  
above notes.  
The official name of the company  
is **BANQUE PARIBAS**  
and Principal Paying Agent

**Advance Bank**  
Australia Limited  
US\$150,000,000  
Floating Rate Notes 2006  
The notes will bear interest  
at 6.25% per annum for the  
interest period from  
5 December 1996 to 5 March  
1997. Interest payable on 5  
March 1997 will amount to  
US\$15.25 per US\$100,000 note.  
Agent: Morgan Guaranty  
Trust Company  
**JPMorgan**

COMPANIES AND FINANCE: UK

# Williams prepares for acquisition trail

By Ross Tleman

The conglomerate Williams Holdings is shopping for acquisitions worth up to £500m (£835m) after selling a portfolio of 15 home products businesses to a management team backed by Candover Investments for £360m.

Mr Roger Carr, chief executive, said sterling's strength would give Williams added firepower in overseas markets. He aims

to reinforce the group's fire protection, security products and home decorating businesses. A hostile bid is considered unlikely.

"We have certainly not raised this money with a view to keeping it in the bank," Mr Carr said. "We have varying opportunities on our radar at various levels of development."

Shares in Williams added 4 1/2p to 344 1/2p as brokers signalled their approval. Mr

Richard Rae of ABN Amro Hoare Govett said: "Selling £360m of its businesses is a clear indication that the management is determined to reshape the portfolio to achieve faster growth."

A Candover-led consortium including Electra Fleming and Alpinvest Holding emerged as winner of a protracted venture capital auction organised by the Williams management, which has increasingly

focused acquisition cash on its fire and security arms.

The buy-out company, Newmond, will acquire a portfolio of well-known UK brands including Aquila shower products, Heatrae Sedia and Valor heaters.

Newmond's chief executive will be Mr Mike Davies, currently a main board director of Williams. The company's finance director, Mr Mark Edwards, and the operations director, Mr

David Goddard, will also come from Williams.

In 1995 Newmond made profit before interest and tax of £22m on sales of £266m. The assets are valued at £99m.

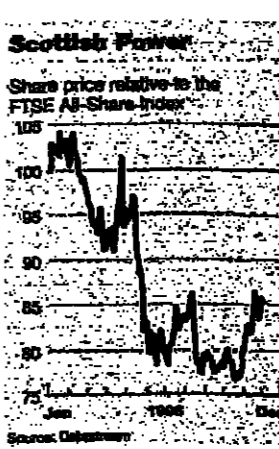
Following the pattern established in the earlier disposal of its Cortworth engineering business and SA Burgess Electronics, Williams will re-invest £57m of the proceeds in exchange for a 26 per cent stake in New-

mond. Total equity will be £128m. Fifteen per cent of the equity will be held by 70 senior managers.

After repaying borrowings, Williams will have net cash of £40m following the disposal, with ample scope to take on debt to help fund acquisitions. It will realise a £90m profit on the disposal. Mr Carr said the sale price demonstrated the capacity of Williams to add value to the businesses it ran.

## LEX COMMENT Scottish Power

Yesterday was Scottish Power's opportunity to confound the sceptics and justify splashing out £1.7bn buying Southern Water earlier this year. No such luck. To be fair, Scottish Power is doing plenty right: selling the bulk of Southern Water's non-core businesses and cutting costs by a healthy £45m a year. This has little to do with the grandiose talk of building a multi-utility - it is just squeezing value out of an undermanaged company. But it is none the worse for that.



Indeed, the water regulator should study Scottish Power's promises with care. Not only do they demonstrate how much fat the sector still has; they also show how takeovers sharpen efficiency, benefiting customers in the end. The lesson is clear: rather than fretting about takeovers, the regulator should embrace them.

All the same, Scottish Power overpaid. For the sake of argument, take yesterday's claim that profits will be £52m a year higher than Southern Water would have managed. Discount this until the regulator snaffles all the benefits; add disposal proceeds and subtract restructuring costs and tax.

On this - probably charitable - basis, a takeover premium of £240m would have been justified. In fact, more than £600m over the market price was paid. True, Southern Water was almost certainly undervalued in the market. And gearing up the target's balance sheet will have brought some tax benefit. But even so, some shareholder value has surely vanished down the plughole.

## Bass surges 12% to £671m

By Roderick Oram, Consumer Industries Editor

Bass was reticent yesterday about revealing the full reasons behind its strong performance in brewing as it reported a 12 per cent rise in group pre-tax profits to £671m (£1.12bn) for the year ended September.

With competition regulators considering its bid for Carlsberg-Tetley, which will give it about 38 per cent of the UK beer market, Bass appeared to be playing its cards close to its chest.

It said it hoped Mr Ian Lang, the trade and industry secretary, would decide on the bid by Christmas.

Overall, brewing operating profits were up 9 per cent at £157m with analysts estimated, Hooper's Hooch, the alcohol, contributing about £15m.

Volumes excluding Hooch were up 2.7 per cent and sales in the off-trade up 11.8 per cent, prompting several analysts to wonder if Bass had picked up some low-margin business that Scottish & Newcastle had shed.

Most analysts believe Bass will give undertakings to the government, such as pub disposals, to secure approval for the Carlsberg-Tetley deal. A minority believe a Monopolies & Mergers Commission inquiry is inevitable.

The outcome will have a big impact on the current year's results. If undertakings are approved by, say, the Spring, Bass will be able to integrate CT. But if an MMC inquiry delays amalgamation, Bass will only be able to equity account for half CT's profits - or about £30m.

The group recommended a final dividend of 17.3p making a total of 25p, up 10.1 per cent. Earnings per share were up 16 per cent at 50.4p.

## Scottish seeks to lift allowed returns

By Simon Holberton

Scottish Power, the multi-utility, will seek an increase in allowed returns on its regulated electricity businesses from Professor Stephen Littlechild, the industry regulator, following changes to the taxation of long-life assets.

Mr Ian Russell, finance director, said yesterday that the capital allowance changes, announced in last week's Budget, would add

3-4 percentage points to the company's tax rate over the medium to long term. On a 10-year view, the changes would amount to about £25m (£41.8m) a year and increase its cost of capital. "We are preparing our case for Professor Littlechild."

Scottish Power also announced a 31 per cent rise in pre-tax profits to £167.1m on turnover up 60 per cent at £1.25bn, for the six months to the end of September. The figures included a full

six months' trading of Manweb, the north of England electricity company acquired last year, and two months' trading of Southern Water, the water services company acquired this year.

The dividend is being lifted 19 per cent to 6.17p. Scottish Power said it planned a full-year dividend of 18.5p, up 19 per cent, and thereafter would seek to raise dividends by 7 to 8 per cent in real terms.

Analysts were divided on

whether or not the £1.7bn paid for Southern Water was too much.

"The results were excellent," said one. "They are getting more out of Southern Water than we expected."

Scottish Power said it would make annual savings of £52m after a review of Southern Water's operations. The outcome includes asset sales of £100m - to be completed by March 1998 - and a reduction of 700 in the workforce associated with

Southern's core water and sewage businesses.

"They have demonstrated what sort of costs can be taken out of a water business, no one has shown that before," said the analyst.

Others were less charitable. "They over-paid for Southern Water and the results show it," one utilities specialist said. He pointed out that £2m of the £52m savings was a notional interest saving, which no one would count.

## 'Transition' president sharpens knife

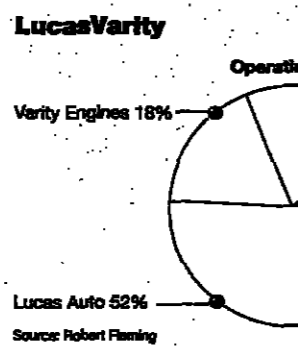
Tim Burt interviews the man behind LucasVarity's rationalisation plan

Mr Tony Gilroy, the man charged with the restructuring of LucasVarity, holds up one of the three briefcases in his office and says: "It's all in here. What's inside could show us how to double the size of this business over the next 10 years."

The contents include five-year financial projections and 10-year strategic manifestos from each division of the Anglo-US engineering group.

His proposals will be discussed this morning by LucasVarity's "transition team" - a special committee of executives appointed to oversee the merger of Lucas Industries and Varity Corporation of the US.

According to Mr Gilroy, president of the transition team, today's meeting will mark the next stage of LucasVarity's restructuring - an upheaval which gathered pace with the announcement this week of a £250m rationalisation and disposal programme.



The details of that restructuring were based largely on recommendations from Mr Gilroy, who has earned a reputation in the first 100 days since the merger as the eyes and ears of chief executive Mr Victor Rice. When Mr Rice calls for cuts, Mr Gilroy is the executive who puts them into effect, colleague.

The double act has been together for several years at Varity, where Mr Rice was chairman and Mr Gilroy chief operating officer. "We have a certain chemistry," says Mr Gilroy. "Victor sometimes wants to force the pace, but I'm confident enough to tell him to wait for things to come through."

While the two have occasional differences, they are agreed on one thing - there is plenty of fat to cut from the enlarged automotive and aerospace components group.

As part of the shake-out, 13 non-core or underperforming businesses have been put up for sale, together employing 5,000 people.

A further 3,000 jobs, including a third of the senior management, are expected to go in a drive to save at least £120m next year - while tax savings should realise a further £55m.

Mr Gilroy - who before joining Varity was managing director of Land Rover and Freight Rover - maintains: "We are changing the culture in Lucas, which until now had no clear vision of where it was going."

But he is careful not to criticise former Lucas chief executive Mr George Simpson - who helped engineer the Varity merger before departing for GEC earlier this year. After all, they know each other well; Mr Simpson reported to Mr Gilroy for several years at Freight Rover.

"I'm not surprised at the stories of George tearing his hair out as Lucas," says Mr Gilroy. "The whole business was run as a series of islands; new group initiatives were sometimes just ignored - things were



Tony Gilroy: reputation as Victor Rice's 'eyes and ears'

started and never finished."

He claims this week's restructuring announcement represents a clear signal that LucasVarity will be a changed animal.

The 59-year-old Irishman has now asked the seven divisions of LucasVarity to come up with aggressive return-on-asset targets and some bold proposals for alliances, acquisitions and organic growth.

That mission has won praise from most City analysts, although some are concerned that Varity's top directors have tried to heap all the opprobrium on Lucas.

They point out that the merger was a marriage of necessity as much for Varity as its UK partner, particularly given the US group's weakness in Europe and lack of critical mass in some areas.

Other observers are also worried that the emphasis on restructuring has diverted management attention from current trading. Hence the 7 per cent fall in the share price this week.

Mr Keith Hayes at Goldman Sachs, however, believes the share price reaction was overblown as the sluggish conditions had been well flagged in the sector.

Mr Gilroy is unfazed. "We are certainly not taking our eye off the ball. Current trading and restructuring go hand in hand - the trick is to think about the future and look after today."

## Ashbourne agrees £95m US bid

By Jane Martinson

Sun Healthcare Group, a US care provider, has made a recommended cash bid for Ashbourne, valuing the UK nursing homes group at £95m (£158.7m) and providing further evidence of consolidation in the sector.

The deal will make Exceleer Health Care Group, Sun's UK subsidiary, the second largest nursing home provider by more than doubling its number of beds. It follows the £253.6m merger of Takare and Court Cavendish in September which created the TC Group, the sector's biggest company.

Mr Chet Bradeen, managing director of Exceleer, estimated that it would have 1.5 per cent of the market after the deal, compared with TC's 2 per cent.

low the more mature US care market, where industry consolidation had created two or three bigger companies, although they still had less than 15 per cent of the market between them.

Ashbourne shares rose 14p to 175p yesterday, close to the 177p a share offer price.

While Ashbourne's executive directors will remain with the enlarged company - which will keep the Ash-

bourne name - three non-executives will leave, including Mr Archie Walker, chairman. One adviser said they would receive a "very small pay-off".

Mr Andrew Richmond, sector analyst at Collins Stewart, said Exceleer had paid a "full price" for Ashbourne. The price represents an exit multiple of 20.6 times 1995-96 earnings and is nearly three times sales.

## BAe takes 49% stake in STN

By Michael Lindemann

British Aerospace has sealed a deal to take a 49 per cent stake in STN Atlas Elektronik, the leading German supplier of defence electronics, for about £104m (£174m).

BAe, which had been working to secure a stake in the Bremen-based company for several months, said the German business would strengthen its nascent marine electronics activities.

The STN business, which will operate alongside BAe's existing joint venture with Sema of France, will enhance BAe's efforts to become a leading force in a slowly consolidating European defence industry.

Rheinmetall, the German defence, automotive and office supplies conglomerate, will retain 51 per cent of STN, having paid DM650m

(\$859m) to acquire it from the receiver last month.

Badenwerk, the German utility, has helped to finance the deal, using the large reserves which these companies are legally bound to set aside to fund power station closures.

Marine electronics represent about 50 per cent of the business at STN, one of the few profitable arms of the Bremer Vulkan shipping group which went bankrupt earlier this year.

Apart from making marine electronic equipment such as sonar, sonars and mine-hunting systems, STN makes the fire control systems for Germany's Leopard II tank, the part of the business which Rheinmetall makes most interested in.

STN last year reported net profits of DM3.8m on sales of DM1.45bn.

## NEWS DIGEST

### Carlton to build pay TV interests

Carlton Communications, the television group, said yesterday it planned to build up its interests in pay TV both as a programme provider and as an operator.

Mr Michael Green, chairman, said the opportunities could "encompass cable, satellite and digital television". He declined to say whether Carlton would apply for commercial spectrum to operate digital terrestrial television services in addition to those planned by ITV.

He said Carlton was examining the investment opportunities offered by digital terrestrial expansion and the potential it created for establishing further pay TV services. He emphasised that any move would be designed to strengthen Carlton's core business: conventional terrestrial broadcasting, and making and distributing British-made television programmes internationally.

Mr Green's comments accompanied the company's announcement of a 20 per cent increase in pre-tax profits to £295.1m on turnover up 6 per cent at £1.68bn (£2.8bn) for the year to September.

### Two Dogs lifts Merrydown

Shares in Merrydown, the UK cider maker with the European marketing rights to Two Dogs alcoholic lemonade, rose sharply yesterday, closing 12 1/2p up at 107 1/2p.

Analysts suggested that investors were taking the view that Pernod Ricard, the French drinks producer, might become interested in a takeover. Pernod on Tuesday bought Two Dogs, the young Australian drinks group that sparked the international craze for alcopops.

Mr Paul Millman, managing director, said yesterday that Merrydown's contract to make and market Two Dogs in Europe was "a simple, performance based contract". He was pleased by Pernod's acquisition, which would take the brand into new markets and make it "a truly global proposition".

At present about 10 per cent of Merrydown's production of Two Dogs is exported to Europe. It is sold across the continent, but has made the most headway recently in Scandinavia and the Benelux countries. David Blackwell

### Citigate makes market debut

Citigate Communications Group has made it to the stock market through a reverse takeover that values the public relations group at £28m (£48.8m). The target is Incepta, a media services group that is half the size of Citigate. It will issue up to a maximum of 133m shares.

Incepta shares were suspended yesterday at 21 1/2p pending conclusion of the deal at the end of February. Citigate was formed in 1988 around a nucleus of people who broke away from Streets Financial, the public relations and advertising company that dated back to 1980 but went into receivership in 1992. It has developed into a diversified group, including contract publishing and advertising, and has 350 employees spread between the UK, the US, South Africa and south-east Asia. David Blackwell

### TLG changes structures

TLG, the industrial lighting equipment maker, is introducing product-based management structures in its European markets, scrapping its previous system of managing by geographic region.

The group, which reported interim pre-tax profits down 27 per cent to £8.3m (£13.9m), said it was reorganising its management to take advantage of pan-European product opportunities and to increase competitiveness and improve customer service. Weak trading conditions in most of its main geographical markets, particularly the UK, France and Germany, undermined profits in the six months to September 30. Motoko Rich

**Templeton**  
Templeton Global Strategy Funds  
Securities investment is a capital variable  
Centre Parkway, 30, Grand-rue, L-1000 Luxembourg  
R.C. B 35 177

Dividend announcement  
As a result of the Annual General Meeting of Shareholders held in Luxembourg on November 29, 1996, Templeton Global Strategy Funds will pay dividends to the Shareholders of the following Funds as of record on December 2, 1996, against presentation of the respective coupons:

Fund	Currency	Amount per Share	Payment Date
Templeton Global Growth Fund - Class A	USD	0.345	3 (12.12.1996)
Templeton Global Growth Fund - Class A	DEM	0.195	3 (12.12.1996)
Templeton Global Growth Fund - Class A	USD	0.075	2 (12.12.1996)
Templeton Global Growth Fund - Class A	USD	0.16	2 (12.12.1996)
Templeton Latin American Fund - Class A	USD	0.15	1 (12.12.1996)
Templeton European Fund - Class A	CHF	0.055	3 (12.12.1996)
Templeton Asian Growth Fund - Class A	USD	0.06	3 (12.12.1996)
Templeton Asian Growth Fund - Class A	USD	0.08	2 (12.12.1996)
Templeton China Fund - Class A	USD	0.04	2 (12.12.1996)
Templeton Korea Fund - Class A	USD	0.055	3 (12.12.1996)
Templeton Emerging Markets Fund - Class A	USD	0.16	3 (12.12.1996)
Templeton Global Property Securities Fund - Class A	USD	0.045	1 (12.12.1996)

Principal Paying Agent:  
Chase Manhattan Bank Luxembourg S.A.  
5, rue Pictet  
L-2258 Luxembourg

The Shares are traded ex-dividend as from December 3, 1996.

For further information, Shareholders are invited to contact their nearest Templeton office:

Edinburgh Frankfurt Luxembourg  
Tel: (44) 69 272 23 272 Tel: (49) 69 272 23 272 Tel: (352) 46 66 67 312  
0800 77 47 36 Fax: (49) 69 272 23 120 Fax: (352) 22 21 60

International  
(44) 151 469 4000 Hong Kong  
Fax: (44) 151 228 4506 Tel: (852) 2877 7733  
Fax: (852) 2877 5401

The Board of Directors  
December 1996

**Korea International Merchant Bank**  
(Incorporated with limited liability in the Republic of Korea)  
USD30,000,000  
Negotiable United States Dollars  
Floating Rate Certificate of Deposit due Nov 1999

In accordance with the provisions of the Certificate of Deposit, notice is hereby given that for the period from 29/11/96 to 30/5/97 the Certificate will carry an Interest Rate of 5.9625% per annum calculated on a principal amount of:

USD\$7,535.94 per Certificate of USD\$250,000

**Standard Chartered**  
Standard Chartered Bank  
as Reference Agent

**Instituto de Crédito Oficial**  
USD 450,000,000  
Statutorily Guaranteed Floating Rate Notes  
due 1997

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the Interest Period from December 05, 1996 to June 05, 1997 the Notes will carry an Interest Rate of 5.5048875% per annum.

The Coupon Amount payable on the relevant Interest Payment Date, June 05, 1997 will be USD 2,833.38 per USD 100,000 principal amount of Note and USD 2,833.48 per USD 100,000 principal amount of Note.

The Agent Bank:  
Kreditbank S.A. Luxembourgeoise

**RESULTS**

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding dividend	Total for year	Total last year
Assoc. Banking	6 mths to Sept 30	18.3 (13.5)	1.4 (1.08)	6.8 (4.7)				
Assoc. Mining	6 mths to Sept 30	6.7 (11)	3.1 (0.054)	0.41 (0.1)	0.85	Jan 20	0.75	3
Bass	Yr to Sept 30	5,108 (4,541)	0.71 (0.59)	50.4 (43.4)	17.3	Feb 10	15.6	22.7
Black	Yr to Sept 30	63.9 (56.8)	15.3 (14.2)	38.94 (34.2)	9.5	Apr 2	9	14
Boggs A	6 mths to Sept 30	2.87 (2.75)	0.116 (0.078)	1.35 (0.91)	0.12	Feb 4	0.11	0.385
Boggs B	6 mths to Sept 30	2.87 (2.75)	0.116 (0.078)	1.35 (0.91)	0.24	Feb 4	0.22	0.77
Callison S	6 mths to Sept 30	0.779 (1.1)	2.03 (1.58)	3.71 (2.9)	0.5	Jan 10	5	11.5
Carlton Comm.	Yr to Sept 30	1,878 (1,580)	285.1 (246.74)	31.8 (26.1)	6.72	Apr 7	3.72	11.09
Headlight	6 mths to Sept 27	15.2 (12.8)	0.953 (0.857)	8.6 (6.1)	2.26	Jan 10	1.75	5.75
Leigh Interests	6 mths to Sept 30	55.1 (50.8)	3.57 (4.23)	3.6 (4.4)	1.23	Jan 30	1.23	3.915
Orbit	6 mths to Sept 30	12.6 (8.46)	1.3 (0.816)	1.42 (1.2)	0.3	Feb 28	0.25	0.925
Pillar Property	6 mths to Sept 30	21.3 (19.8)	3.19 (1.12)	2.17 (1.1)	1.6	Jan 10	1.5	4.7
Scottish Power	6 mths to Sept 30	1,242 (775.9)	157.16 (127.7)	12.89 (11.9)	6.17	Mar 7	5.17	15.5
Shelford Holdings	6 mths to Sept 30	13.2 (17.4)	0.507 (2.6)	0.2	0.1	Jan 14	1	2.2
T&I	6 mths to Sept 30	25.5 (19.2)	1.01 (0.811)	3.9 (3.3)	1.15	Jan 31	1	4.3
TLG	6 mths to Sept 30	186.9 (185.3)	8.3 (11.4)	3 (4.1)	1.4	Feb 14	1.4	4.3
Victoria Carpet	6 mths to Sept 30	16.9 (17.8)	2.9 (0.022)	27.2 (0.19)				2

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding dividend	Total for year	Total last year
Planning For East	6 mths to Sept 30	364.1 (362.4)	3.57 (2.44)	2.82 (1.81)				
Planning India	Yr to Sept 30	47.7 (51.1)	0.244 (0.234)	0.27 (0.28)	0.1	Jan 14	0.1	1.3
Jan	3 mths to Oct 31	(-)	(-)	(-)	3.15	Jan 14	3.23	12.5

Results shown basic. Dividends shown net. Figures in brackets are for corresponding period. \*Comparative results. †After exceptional charge. ‡After exceptional charge. ††Increased capital. ‡‡SUSM stock. ‡‡‡Equivalent after adjusting for scrip issue.

*Handwritten signature: JAVICO LTD*

For Bay th

Read by over

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THURSDAY DECEMBER 5 1996

EXAMINATIONS

**Scottish Power**

Scottish Power  
 The company has  
 announced a  
 restructuring  
 plan for 1997.  
 The plan aims  
 to reduce costs  
 by £100 million  
 over the next  
 three years.  
 The company  
 will also be  
 selling its  
 non-core  
 assets.  
 The plan is  
 expected to  
 improve the  
 company's  
 financial  
 performance  
 significantly.

**DIGEST**

**rlton to build TV interest**

Richard  
 Branson's  
 Virgin  
 Media  
 is  
 planning  
 to  
 build  
 a  
 new  
 TV  
 channel.  
 The  
 channel  
 will  
 focus  
 on  
 entertainment  
 and  
 lifestyle  
 programming.  
 The  
 channel  
 is  
 expected  
 to  
 launch  
 in  
 early  
 1997.

**lifts Meridian**

Meridian  
 Energy  
 has  
 announced  
 a  
 new  
 strategy  
 for  
 the  
 company.  
 The  
 strategy  
 aims  
 to  
 increase  
 the  
 company's  
 market  
 share  
 and  
 improve  
 its  
 financial  
 performance.

**He makes market**

Michael  
 Stone  
 has  
 made  
 a  
 significant  
 contribution  
 to  
 the  
 market.  
 His  
 work  
 has  
 helped  
 to  
 stabilize  
 the  
 market  
 and  
 improve  
 investor  
 confidence.

**Changes structure**

The  
 company  
 has  
 announced  
 a  
 new  
 organizational  
 structure.  
 The  
 new  
 structure  
 is  
 designed  
 to  
 improve  
 efficiency  
 and  
 reduce  
 costs.

# “For Bayer managers, including myself, the FT is required reading”

**DR MANFRED SCHNEIDER**  
Chairman  
Bayer AG

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**Financial Times.**  
**World Business Newspaper.**

INTERNATIONAL CAPITAL MARKETS

Spate of profit-taking leaves Europe weaker

By Philip Coggan in London and Lisa Branstetter in New York

Signs of profit-taking after the recent strong run left government bonds generally weaker across Europe yesterday. Fading hopes of a German rate cut and caution ahead of Friday's US non-farm payroll figures did little to help sentiment.

be that yesterday's figures dashed any lingering hopes among investors. However, Ms Ros Lifton of HSBC Markets, said the fall in bonds was due more to profit-taking than to fundamentals. On Liffe in London, much of traders' activity was devoted to rolling over from the December to the March bond contract. December fell 35 basis points and March 29. The yield on the 10-year issue rose to 5.66 per cent, an increase of 4 basis points.

Other continental markets tended to drift lower in line with bonds, although Italian bonds managed to outperform. Liffe's December contract on BTX expired and the roll-over into March left the contract only 7 points down. The spread over Bunds narrowed from 188 to 184 basis points.

Italy's, a convergence beneficiary this year - fared less well with bonds dropping more than half a point. Bonds had reached record levels on Tuesday. The spread over Bunds widened from 125 to 131 basis points. A disappointing auction left UK gilts sharply weaker. The £2.5bn issue of 7 per cent 2002 bonds was covered only 1.7 times with a price tail (the gap between the average and the worst bid) of three ticks.

"A surprisingly bad result for a short-dated auction", said Mr John Sheppard, chief economist at Yamachi International (Europe). "The UK market has looked relatively cheap recently and you would think there would be demand for a five-year issue."

The effect rippled out along the yield curve with, in the cash market, the benchmark 10-year issue down 21 ticks and the 20-year down 28 ticks. The March long gilt future on Liffe lost 23 ticks. The setback in starting on Tuesday also encouraged some profit-taking among gilt investors. The spread versus German Bunds widened slightly to 186 points.

Emu spurs trend for states to tap external funds

By Conner Middelmann

The push towards monetary union is driving many of Europe's federal states, regions, provinces and cities to the capital markets to raise money, according to a report published yesterday.

Moody's Investor Services, the credit rating agency, says many of Europe's "territorial communities" feel they are being asked to shoulder increased responsibilities without having the necessary means to carry them out.

"In countries belonging to the European Union, central governments' drive to reduce budget deficits - and thus comply at some point with the 3 per cent Maastricht criterion - has further exacerbated this trend," it says.

The report claims that "the structural disparity between responsibilities and operating resources" is creating an ongoing need for territorial communities to fund their growing investment needs with external financing.

It predicts a "sharp surge" in the market presence of a fast-growing number of territorial communities from western, central and eastern Europe, including countries of the former Soviet Union.

The report also notes that, while the risk of ultimate default among territorial communities is remote, there is a risk of defaults generated by delayed debt repayments.

Israeli debut looks to set funding precedent

By Conner Middelmann

Israeli officials in London today's launch of the country's debut eurobond said yesterday the debt was being issued to set a precedent for other borrowers.

"We don't need the money," said Mr David Brodet, director-general of Israel's ministry of finance. "But [we] want to establish a benchmark so borrowers from the business sector can raise funds."

In an effort to diversify its funding sources, Israel is facing next year to tap the Japanese Samurai bond market - yen bonds issued in Japan by foreign borrowers. It is also looking at the French franc, D-Mark and

New international bond issues

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Yield, Spread, Book-runner. Lists various international bond issues from US, UK, and other countries.

WORLD BOND PRICES

Table of benchmark government bonds for Australia, Austria, Canada, Denmark, France, Germany, Ireland, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, and US Treasury.

FTSE Actuaries Govt. Securities

Table of FTSE Actuaries Government Securities with columns for Index, Price, Yield, and other metrics.

UK Indices

Table of UK Indices including FTSE 100, FTSE 250, and FTSE All-Share.

US INTEREST RATES

Table of US Interest Rates for various maturities from 1 month to 30 years.

FT Fixed Interest Indices

Table of FT Fixed Interest Indices for various countries and maturities.

Gilt Edged Activity Indices

Table of Gilt Edged Activity Indices showing trading volumes.

BOND FUTURES AND OPTIONS

Table of Bond Futures and Options for France, Germany, and UK Gilts.

FT/ISMA INTERNATIONAL BOND SERVICE

Table of FT/ISMA International Bond Service listing various international bonds.

CONVERTIBLE BONDS

Table of Convertible Bonds listing various convertible securities.

UK GILTS PRICES

Table of UK Gilts Prices for various maturities and issues.

Other Fixed Interest

Table of Other Fixed Interest securities including various international bonds.

STRAIGHT BONDS

Table of Straight Bonds listing various fixed interest securities.

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COMMODITIES AND AGRICULTURE

Speculative market seen in second-hand vessels

By Deborah Hargreaves

A speculative market trading on the value of second-hand cargo carriers is developing in London...

date in the future. "I can easily imagine a more speculative market in future ship values," he said.

Mr McCoy believes that before such a market can develop fully, a panel of shipbrokers would have to establish values for typical ships.

Mr McCoy expects world demand for bulk cargo capacity to rise 3 per cent next year, with 17m tonnes of new ships being delivered.

Increased demand for grain carriers and re-stocking by steel mills around the world also pushed up rates in September and October.

Mr McCoy believes that volatility in the freight market will encourage more companies to turn to hedging rates in the market.

Cuba upbeat on sugar harvest

By Pascal Fletcher in Havana

Cuba's sugar harvest has beaten the bad weather, and financial troubles caused by hostile US legislation.

Officials from the country said yesterday they were confident that the 1996-97 harvest - which started this week - would be higher than the 4.5m tonnes of last year.

"The harvest will be higher this year," Mr Nelson Torres, Cuba's sugar minister, told reporters.

Mr Torres declined to give a precise forecast for the current season, which began in eastern Granma province and will extend to the rest of the island during December and January.

Mr Torres said Cuba had obtained "sufficient" foreign financing to tackle the current harvest.

He declined to give details, but said the island had secured "a little more" than the \$300m or so provided by foreign banks and trade houses, mostly European, in 1995-96.

But the Helms-Burton legislation passed in the US - which seeks to curb foreign investment in Cuba - had made it more difficult to obtain credits.

Mr Torres said Cuba needed to have a "super-efficient" sugar harvest this season to offset the effects of Hurricane Lilly, which battered canefields in west and central Cuba in October.

Mr Peter Barou, executive director of the International Sugar Organisation (ISO), said he believed the Cuban crop could reach between 4.8m and 5m tonnes.

Options expiry fails to make impact on copper Aluminium plants 'face closure'

By Kenneth Gooding and Robert Corzine

The turmoil related to options activity that as late as last Friday threatened the London Metal Exchange copper market failed to materialise yesterday, when dealers had to decide whether they wanted to exercise options bought several months ago.

"It was a bit of a damp squib," said one trader, after the declaration passed uneventfully.

Since Monday morning LME prices have been slipping, and premiums for copper for immediate delivery have narrowed. This made it increasingly unlikely that the danger level - a strike price of \$2,600 a tonne, at which a large volume of call options were believed to be unexercised - would be achieved.

Copper for delivery in three months ended yesterday at \$2,200 a tonne, up \$25.

Oil and refined product prices remained steady yesterday. The price of the world benchmark Brent

Blend for January delivery was about \$23.80 a barrel in late London trading - 3 cents up on Tuesday's close - as traders brushed aside reports of higher stocks in some regions of the US.

They noted that, although there was an overall rise in stocks, supplies of crude oil remained low by historical standards. In addition heating oil and gasoline stocks in key regions in the north-west US remained tight.

North-west European prices for gasoline and gas oil also firmed. Gasoline prices were supported by a continuing strike at three French refineries owned by Elf Aquitaine. Elf workers have urged colleagues at other refineries to stage similar walk-outs.

Gold's price in London rallied a little yesterday but remained close to its lowest level for three years. At the close gold was \$370.05 a troy ounce, up \$3.00.

Ms Rhona O'Connell, analyst at T Hoare & Co, suggested that the next few days could be crucial in the gold market. She pointed out that many buyers of physical gold tended to stand back whenever the price was moving convincingly in either direction, and came back to

buy only after the price had stabilised. Ms O'Connell wondered whether these buyers see "good value" at present prices.

On the supply side, many speculators had taken advantage of weakening sentiment in September to "take the market by the throat" and aggressively sell short (bet on a fall in the gold price). There were also signs that the South African gold producers had been selling forward.

Ms O'Connell said that the gold price would probably fall again before bouncing back. "But it is hard to see the price at much more than \$373 to \$375 (an ounce)," she said.

Mr Andy Smith, analyst at Union Bank of Switzerland, suggested that, as the gold price had been falling for 11 consecutive months this year, it would rally at the start of 1997.

"There is no logic to it. But some people will just close their eyes and buy," he said. Then the lessons learnt in 1996 would sink in - including the fact that central banks with their big holdings of gold could be a malign influence, not necessarily a benign one, and that the speculative funds could be fickle. Consequently, gold could be expected to fall again from March onwards.

More than 4m tonnes of annual primary aluminium smelting capacity, or 17 per cent of the world total, will be either uneconomic or obsolete at normal metal prices by 1998, according to the Anthony Bird Associates consultancy.

"The problem will get rapidly worse from 2000 onwards," it warns in its 15th annual survey of aluminium production costs.

Mr Tony Bird, the author of the report, notes that aluminium producers in the past have been able to run their plants more efficiently and achieve impressive reductions in real costs.

"But it is much harder to keep on doing that year after year," he says. "Aluminium companies do not always realise the scale of the task that will be facing them."

He suggests that many of these plants will have to close in the medium term - and that that has important implications for the rate at which new smelters are being built.

"Right now, the aluminium industry's rate of investment is woeful," he says. "There is nothing like enough new capacity in the pipeline both to replace idling smelters and also to satisfy growth in demand."

Mr Bird calculates that the average operating costs at primary aluminium smelters throughout the world in mid-1996 were \$1,251 a tonne, a fall of 5.4 per cent from the 1995 average of \$1,336.

Western smelter costs were down 7.2 per cent in the year to \$1,198 a tonne and those at eastern European plants fell by 4.4 per cent to \$1,395. "Thus western plants have improved their competitive edge slightly,"

According to the report, Alusaf of South Africa, the world's newest producer which brought the western industry's biggest smelter into operation last year, has displaced Alcan of Canada as the lowest-cost corporate producer. The report says Alusaf's costs are \$987 a tonne and Alcan's \$1,125.

Aluminium Production Costs 1996. Bird Associates, 193 Richmond Road, Kingston upon Thames, Surrey KT2 5DD, UK. \$4,800.

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Aluminium production costs

\$ per tonne

Company

Spain

UK

France

USA

Canada

South Africa

China

India

Japan

South Korea

Indonesia

Malaysia

Philippines

Thailand

Vietnam

Other

Total

Source: Anthony Bird Associates

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COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Argeminted Metal Trading)

ALUMINIUM, 99.7 PURITY (\$ per tonne)

Close 1508.5-10.5 1507-38

Previous 1498-97 1504-25

High/Low 1504/1500 1501/1529

AM Official 1504.4-5 1505.5-31.0

Korb close 1507-38

Open int. 249.510

Total daily turnover 62,997

ALUMINIUM ALLOY (\$ per tonne)

Close 1340-90 1370-80

Previous 1335-85 1365-80

High/Low 1340-45 1375/1370

AM Official 1348-50 1372-73

Korb close 1368-73

Open int. 6,302

Total daily turnover 1,180

LEAD (\$ per tonne)

Close 675-77 683-85

Previous 674-5-6.5 680-90

High/Low 675-5-78.0 689-80

AM Official 675-5-78.0 689-80

Korb close 689-80

Open int. 36,982

Total daily turnover 8,650

NICKEL (\$ per tonne)

Close 6845-55 6930-40

Previous 6795-45 6920-35

High/Low 6800-35 6920-35

AM Official 6790-55 6940-45

Precious Metals continued

GOLD COMEX (100 Troy oz; \$/troy oz)

Sett. Day's price change High Low Vol Int

Dec 370.7 +2.5 371.7 380.0 2,700 2,210

Jan 372.5 +2.1 374.5 370.0 44,378 97,420

Feb 374.5 +2.1 376.5 372.0 528 20,744

Mar 376.5 +2.1 377.5 373.1 488 12,889

Apr 378.5 +2.1 379.5 374.8 85 5,485

May 381.2 +2.1 381.4 380.8 27 1,105

Total 15,918 158,188

PLATINUM NYMEX (50 Troy oz; \$/troy oz)

Sett. Day's price change High Low Vol Int

Jan 378.2 +2.3 379.3 376.0 3,040 15,057

Feb 380.8 +2.1 382.0 380.0 791 8,474

Mar 383.5 +2.1 384.5 383.0 370 1,377

Apr 386.6 +2.1 388.5 385.5 21 225

Total 4,262 26,871

PALLADIUM NYMEX (100 Troy oz; \$/troy oz)

Sett. Day's price change High Low Vol Int

Dec 117.25 +1.00 118.00 116.50 48 600

Jan 118.75 +1.70 119.25 118.00 621 6,872

Feb 120.00 +1.70 120.50 120.50 40 332

Mar 122.00 +1.70 - - - 700 7,281

Total 16,102 67,986

MAIZE COT (5,000 bu; cents/50b bush)

Sett. Day's price change High Low Vol Int

Dec 286.00 +1.00 287.00 285.00 16,368 28,886

Jan 283.25 +0.25 284.25 282.75 47,814 103,103

Feb 285.50 +0.25 286.50 284.00 1,073 7,789

Mar 287.50 +0.25 288.50 286.00 1,073 7,789

Total 64,268 149,567

SOYABEAN OIL (5,000 bu; cents/50b bush)

Sett. Day's price change High Low Vol Int

Dec 26.00 +0.05 26.05 25.75 100 1,004

Jan 26.25 +0.05 26.30 26.00 75 2,070

Feb 26.50 +0.05 26.55 26.25 1,211 15,856

Mar 26.75 +0.05 26.80 26.50 21 324

Apr 27.00 +0.05 27.05 26.75 21 324

May 27.25 +0.05 27.30 27.00 21 324

Total 335 4,888

WHEAT COT (5,000 bu; cents/50b bush)

Sett. Day's price change High Low Vol Int

Dec 370.7 +2.5 371.7 380.0 2,700 2,210

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# JAPANESE INDUSTRY

The strongest manufacturers have moved production offshore to boost competitiveness, while service sectors are starting to take advantage of deregulation. William Dawkins reports

## Resurgence of the elite

Japanese industry's halting recovery from the worst recession in 80 years raises the question of whether it has once again become a force to be feared in world export markets.

Judging by the recent chorus of alarm from competitors, it looks as if it has; the American Automobile Manufacturers' Association, for example, has been stung into action by a surge in Japanese exports, helped by the year's weakness and advances in productivity. In reality, the industrial recovery is patchy, most noticeable among the big exporting elite.

The best managed companies in manufacturing sectors most exposed to international competition, like cars and electronics, have made great strides in efficiency since Japan's economic downturn began five years ago. But swathes of domestic industry, such as service companies - which have long been Japanese industry's weakest spot - and many small manufacturing subcontractors, remain grievously inefficient.

Japanese industry's latest profits figures show just how varied is the performance and uncertain the outlook. Pretax profits of nearly 870 quoted companies which have reported their half year results are up by 19 per cent, heading for a third successive yearly increase.

Yet this is a marked slowdown on the 23.5 per cent increase shown by all quoted companies in the same period last year. They expect profits to rise by just 9.3 per cent in the full year to next March, because of an expected

slowdown in Japanese domestic demand. Pretax margins remain slim by US or European standards at, on average, an estimated 2.5 per cent of sales.

Car producers and electronics exporters have performed way ahead of the pack, with profit rises of a third or more; but service companies' profits are up by less than 5 per cent in the first half.

A look at the main factors driving Japan's industrial recovery explains why the upturn is, unlike previous broadly based recoveries, confined to the elite.

One feature has been the shift of production capacity to cheaper locations nearer faster growing markets elsewhere in Asia. In this way the larger and richer Japanese companies have boosted their own competitiveness in response to the long term decline of Japan as a base for heavy manufacturing.

Overall, the proportion of manufacturing carried out abroad has doubled in the past decade to 10 per cent, according to the Ministry of International Trade and Industry; but for companies with foreign subsidiaries the share rises to just over 25 per cent.

This, by definition, has benefited the migrants and harmed those they leave behind. Thousands of domestic subcontractors have lost their former main customers, apart from the entrepreneurial few prepared to follow them offshore. This, combined with a squeeze on suppliers' prices, has driven unprecedented numbers of small and medium sized

companies to collapse. More than 1,000 companies went under in each of the past 20 months.

All companies have squeezed costs, a necessary step with long term benefits, but one which has, in the short term, weakened the domestic economy's recovery. Their main technique has been to cut recruitment and encourage early retirement. Both manufacturers and service companies have managed, in this way, to reduce the annual growth in fixed costs from a peak of 10 per cent four years ago to zero now, according to the finance ministry. Japan's social taboo against making redundancies has prevented more radical action.

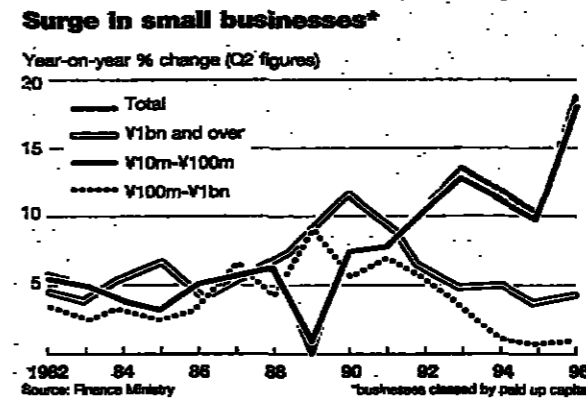
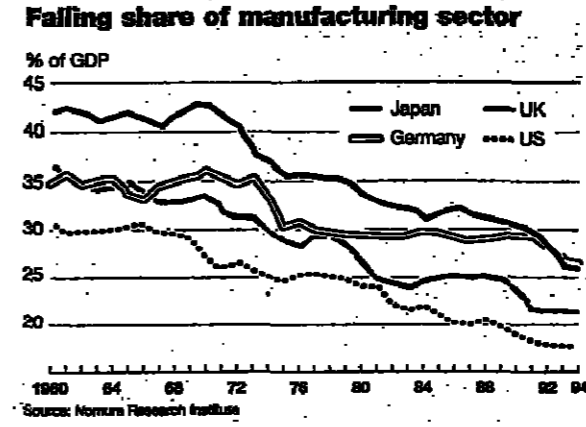
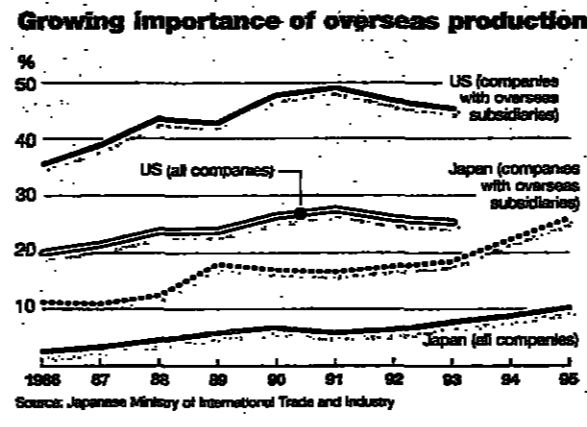
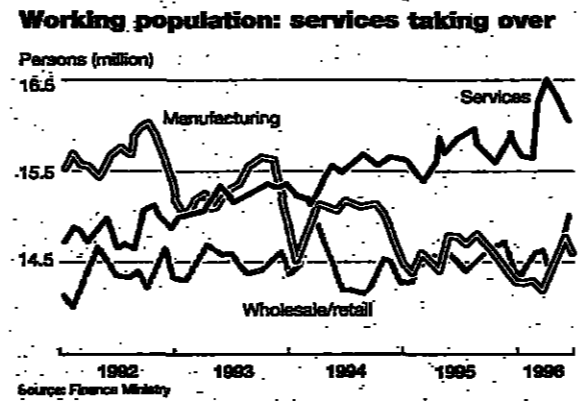
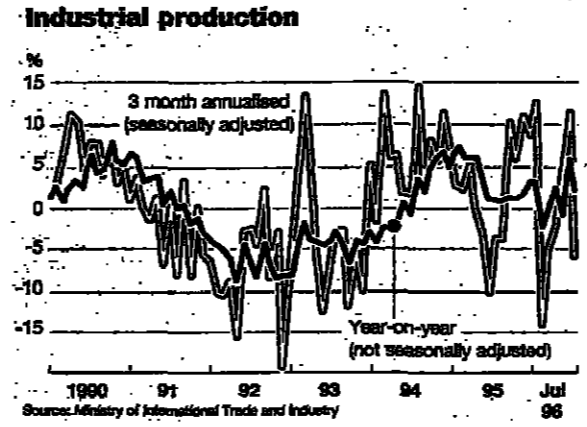
Even so, the restructuring has gone deep enough to bring a rise in unemployment. The jobless rate of 3.3 per cent is low by international standards, but still high enough to dampen private consumption, which represents just over 60 per cent of the economy.

Other factors in the industrial recovery have come courtesy of the government and the Bank of Japan - and are all too temporary.

First, all companies have been able to borrow cash at rock bottom rates for more than a year, since the BOJ halved its official discount rate to 0.5 per cent in September 1995, the lowest in any advanced economy in living memory.

Cheap debt is more useful to Japanese companies than it would be to Western competitors, because the Japanese are so highly geared.

Mr Andrew Smithers, a London-based economist, estimates that Japanese non



financial companies rely on debt for 80 per cent of capital needs, compared with around 50 per cent in the US. But the luxury of cheap borrowing will not last for long. As soon as the BOJ is convinced that the Japanese economic recovery can sustain itself, possibly by the middle of next year, it will raise interest rates.

Low Japanese interest rates have also helped to

drive up the dollar against the yen, by nearly 40 per cent to around ¥111 from its April 1995 trough of ¥73.75, at which level vast tracts of Japanese industry were uncompetitive. Big exporters like Toyota, Honda and Sony have benefited from the yen's weakness, on top of their own productivity gains.

The other temporary boost has come from a massive government programme of public works spending, cl-

maxing with a record ¥14,200bn fiscal package in September last year, mainly of benefit to construction and steel companies. Their sales will probably be squeezed when fiscal policy starts to tighten next year, as the cash from the most recent package runs out.

Where does this mixture of self improvement and artificial support leave Japanese industrial competitiveness?

The progress looks impressive, but again, only among the elite. Almost 90 per cent of top manufacturing exporters now claim to be profitable at an exchange rate of anything from less than ¥100 to ¥120 to the dollar, according to a recent survey by the government's Economic Planning Agency. Two years ago, only just over half thought they could survive at such a rate.

Even more remarkable, 23 per cent say they can now break even at less than ¥100 to the dollar, once thought to be the line between life and death for Japanese

exporters. In 1994, only 0.5 per cent thought they could turn a profit at that level.

Domestic manufacturers and service industries - very few of which export - have cut costs too. There are also signs that service industries are starting, with help of gradual economic deregulation, to tackle the low productivity created by decades of officially supplied protection from competition.

Mr Ryutaro Hashimoto, the prime minister, last month for example, pledged sweeping reforms to the financial industry by 2001, in an attempt to reverse the decline in the competitiveness of Japan's banks, stockbrokers and insurance companies. He wants to deregulate stockbroking commissions and abolish the barriers - which still exist in the US - between banking and stockbroking, liberalise asset allocation rules and open accounting disclosure bringing it more in line with international norms.

In other sectors, the trans-

port ministry is clearing the way for the establishment of the first new internal airline in 45 years, while less onerous rules on the opening of new shops have allowed the creation of a new generation of discount retailers.

Evidence of a re-awakening of Japan's service industries can be seen in a boom in the formation of small companies, in businesses ranging from software sales to management training and home cleaning.

The number of small companies - defined as those with capital of less than ¥100m - grew by nearly 19 per cent in the second quarter of this year, the highest growth on record, according to finance ministry data. Another telling sign is that the number of jobs in services exceeded manufacturing for the first time two years ago. The gap has continued to widen: close to 16m Japanese now work in the service sector and just over 14.5m in manufacturing.

As a result, the manufacturing sector has declined in importance, from nearly 40 per cent of gross domestic product 30 years ago to 26 per cent in 1994. It is an enormous change but probably still has far to go, given that Japanese industry still remains more dependent on manufacturing than any other of the world's top five industrialised nations.

In short, the best Japanese manufacturers have used the rigours of recession to boost their competitiveness, mainly by moving offshore, while some - but not yet all - of the weakest have quietly died. Service industries have not yet filled the gap left by the slimming of Japan's over-weight manufacturers. Yet the signs are that the industrial economy is well under way into the transition, made by the US and some European economies a decade ago, from manufacturing to services.

If the service industry could imitate the top manufacturers, by closing the productivity gap with the west and even surpassing it, Japan's industrial revival would over the long term be spectacular.

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2 JAPANESE INDUSTRY

Economy: by William Dawkins

# Prescription withdrawn

The challenge is to maintain the recovery once the medicine has run out

Japan's economy is recovering thanks largely to the infusion of two government administered drip feeds: record public works spending and the lowest interest rates in the postwar history of any industrialised nation.

The big question is to what extent the convalescent will continue to come round once the artificial pick-me-ups run out. The answer is that Japan is just about able to stagger out of hospital on its own feet and produce a self-sustainable recovery. Stagger is the right word; after parking up by an annualised 12.9 per cent in the first quarter of this year, gross domestic product fell back by 2.9 per cent in the second.

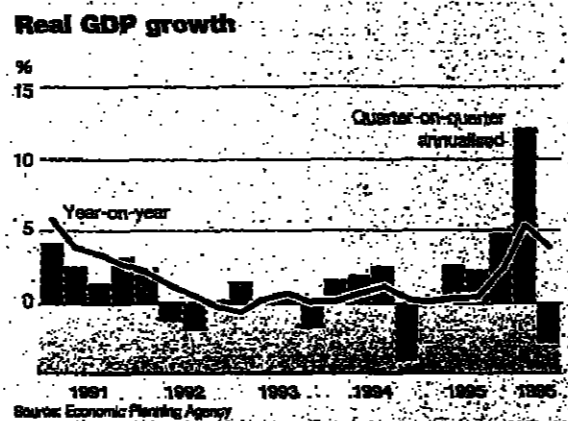
But when measured year on year, the recovery looks smoother. First quarter economic growth increased by 5.5 per cent by comparison with the same period last

year, and GDP expanded by 3.4 per cent in the second quarter to June. The Organisation for Economic Co-operation and Development forecasts 2.2 per cent growth in GDP for the full year - up from 0.9 per cent last year - and most Tokyo forecasters think it could be a point or so higher.

Economists in Tokyo agree on one thing: that Japan will not, at least in this generation, return to the heady 6-7 per cent growth rates of the 1980s. As an illustration of how far the economy has fallen below its former state of health, the current growth rate is around 6 per cent lower than its long term trend.

The longer term, and more worrying, issue that dogs economic planners and analysts in Tokyo is whether the economy will revive enough for ordinary Japanese to maintain their standard of living into the next century.

In the short term, one of the twin drip feeds - fiscal policy - is already starting to dry up. Spending of the ¥14,220bn public works package doled out by the government in September



last year has peaked, judging by a sharp drop in government investment in the second quarter of this year. Another public works package, probably about ¥3,000bn, of which ¥2,000bn would be genuinely new spending, is being sought before the end of the year by the new Liberal Democratic Party government. But thereafter, fiscal policy is set to slip through neutral, thanks to what is expected to be an austere 1997 government budget, into reverse when the increase in sales tax from 3 per cent to 5 per cent - to which the LDP is committed - takes effect from next April.

The second artificial government boost, a Bank of Japan official discount rate (ODR) of 0.5 per cent, is widely expected to stay in place at least until industrial

production shows a strong recovery from the stagnation of the first half of the year.

That is just as well, since an analysis of the latest quarterly GDP data by James Capel Pacific shows that the parts of the economy which did not directly benefit from government stimuli - private demand minus housing - contributed only 0.9 of a percentage point to second quarter growth of 3.4 per cent.

The other key indicators that BOJ officials use to gauge monetary policy are all telling them not to change the ODR, set at this level since September last year. The central bank's quarterly Tankan survey of business confidence, the most authoritative guide to the economic short term, showed in August that the economy might even be slipping back into recession. So it will, on the evidence of past policy, wait for at least two cheerful Tankans - six months - before raising interest rates.



Robots awaiting shipment: industrial production picked up by an unexpected 3.4 per cent in September

with liabilities of ¥990bn, Japan's largest post-war bankruptcy. Some Tokyo estate agents report signs of a recovery in property prices, after a decline of between 50 per cent and 80 per cent from the peak, but this has yet to show through in official data.

All this invites the question of where the concrete evidence of a self-sustaining Japanese economic recovery is to be found. Consumer spending, which represents just over 60 per cent of GDP, grew by an average of 3.9 per cent in the first half of the year, suggesting that Japan's cautious shoppers have at last started to open their wallets. Admittedly, consumer spending has since fallen back to around 2 per cent, estimates James Capel, but that is probably temporary.

caused by the decline in food sales in response to an epidemic of food poisoning. The real shadow over consumer spending, points out James Capel, is that income growth is still weak - only 2.1 per cent in the first half of the year.

If consumers are showing signs of hesitant recovery, so are companies. Industrial production picked up by a more than expected 3.4 per cent in September, from the same month last year. And Nomura estimates that the top 350 industrial companies will increase their pretax profits by 3.5 per cent this year.

But there is a catch, which vividly illustrates the long term worries. Nomura's forecast of corporate profits performance this year would be a dramatic slowdown from the 21.6 per cent profits growth of last year, a phenomenon which Nomura attributes to the fact that Japanese companies get more reluctant to cut domestic costs when the economy recovers. As many Japanese managers have remarked, it takes a real crisis to justify laying people off in a social system which continues to hold redundancies by large companies as taboo.

That is why Japanese companies are continuing, despite the yen's depreciation, to accelerate investment in new foreign factories, in search of the lower costs which they cannot

Overseas investment: by William Dawkins

# Moving abroad

Increased foreign investment has prompted fears for Japan's own industrial base

Matsushita, the world's largest electronics company, last month broke new ground by opening its first research and development centre in China.

Matsushita's move is just one example of how Japanese industrial companies' foreign investment plans have accelerated sharply in the past five years and

switched direction towards Asian emerging markets.

They have been pushed by the yen's relative strength, which made large swathes of Japanese based industry briefly uncompetitive, and - what is more significant for the long term - they have been pulled by east Asia's fast economic growth. At the same time, Japanese foreign investments have moved upstream from mere assembly to more sophisticated business functions.

The yen's 40 per cent decline over the past year and half, from a peak of ¥79.75 to the dollar in April

1995, to around ¥111 now, has caused some Japanese manufacturers, like Toyota, Honda, and Aichi to fine tune foreign investment plans, by bringing some production back home to make use of newly competitive spare capacity there.

But it has not, on the evidence of Matsushita and others, changed the long term exodus of Japanese manufacturers from Japan's mature and over regulated economy to higher growth and more open markets in neighbouring east Asia.

China, for example, was five years ago little more

than a convenient base for Matsushita's low cost assembly of commodity products for re-export to Japan, Europe and the US. It is still used for re-exports. For example, Matsushita's Chinese factories make some kinds of air conditioner and small television tubes that will continue to be exported to Japan whatever the exchange rate because its Japanese plants long stopped making those products, say company officials.

The big change is that now Matsushita's Chinese arm makes high tech VCR components in Shanghai, and sells most of its output to the domestic market and south-east Asian neighbours. It will also be

researching voice training technology and multimedia in Beijing, the kind of activity that Matsushita previously reserved for its skilled Japanese workforce. The company now has 10 overseas research laboratories.

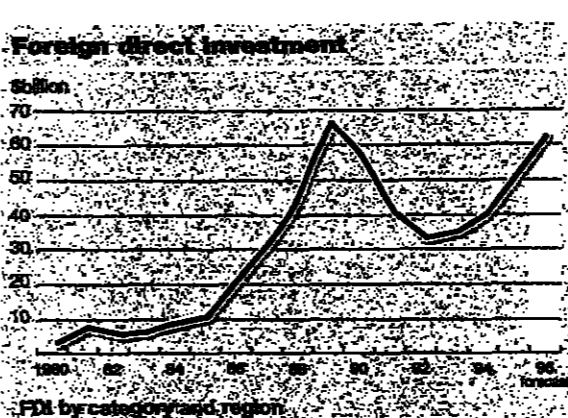
Overall, Matsushita's annual overseas output has more than doubled to \$13.8bn from 1991 to the year ending last March, at which level it represents 25 per cent of group production - around the norm for Japanese companies with international operations. The group plans to lift that to 30 per cent by 2000.

Mr Motof Matsuda, the group's managing director, points out that Matsushita's criteria for choosing foreign investments have not changed. The group has simply adapted to the changing shape of its world markets, he says.

Asia now accounts for 60 per cent of total group output and China another 6 per cent, more than three times the 1991 level. Like many other Japanese exporters, Matsushita has no fixed target for the ideal regional balance, but simply wants to keep production roughly in balance with markets.

"The aim is to produce closest to the markets where we can expect growth in demand. We also look at production efficiency from a world viewpoint... That means we look at the quality of labour and components," says Mr Matsuda.

However, the match between foreign sales and production is deliberately kept inexact. Over the next four years, Matsushita expects foreign sales to rise from 45 per cent to 50 per cent of the total - in other words 20 percentage points more than the proportion of foreign production. This reflects the fact that Japan will, for the foreseeable



FDI by selected region

Region	1995	1994	1993	1992	1991
North America	23.8	22.1	21.5	20.8	20.2
Europe	22.7	21.9	21.3	20.6	20.0
Asia	17.1	16.3	15.7	15.0	14.4
Latin America	3.2	3.0	2.8	2.6	2.4
Other	0.2	0.2	0.2	0.2	0.2

future, remain the prime source of new products, such as digital video disks and digital video movie cameras, the manufacture of which will need to be tested in Japan before being tried overseas, says Mr Matsuda.

Matsushita's experience is typical. This year, Japanese companies are forecast to spend \$76bn on direct investment overseas, according to a survey by the Singapore office of JP Morgan, the US bank, double the level in 1992. More than half of that will come from manufacturers - and in that, more than half will go to emerging Asian economies.

JP Morgan attributes some of that increase to the yen's strength until the middle of last year, and the rest to an increase in Japanese companies' cash flow since 1994, giving them scope to splash out on new overseas plants. As Matsushita's Mr

0.5 per cent who thought they could make money at that level in 1994.

But at the same time, Japanese companies are still less internationally diversified and therefore more prone to the vagaries of the currency markets than are their main competitors.

On average, corporate Japan's overseas output has more than doubled its share of total production to 10 per cent - or 25 per cent for companies with foreign subsidiaries - over the past 10 years, according to the Ministry of International Trade and Industry.

US industry has abandoned its home base in much larger numbers than its Japanese counterpart. According to MITI, just over a quarter of US companies' output is now offshore, rising to nearly 45 per cent for US companies with foreign subsidiaries.

The sharp rise in Japanese foreign investment has prompted dire warnings by MITI that Japan's industrial base risks becoming irreversibly "hollowed out" and uncompetitive. US industry managed the shift without such dire consequences because the thriving service sector filled the gap, providing jobs and economic growth left by departing manufacturers.

The difference is that Japan's service industry remains the economy's weakest spot.

According to McKinsey, the management consultants, Japan's service sector productivity trails western levels by as much as 50 per cent in some sectors. Until the service industry starts to match manufacturers' ability to match and outperform the west, MITI's bureaucrats are right to be concerned by the offshore exodus of Matsushita and others.

Employment agencies: by Gwen Robinson

# Temporary solution

The reduction in traditional jobs for life offers opportunities for agencies

While a growing number of Japanese are being hit by rising unemployment and the steady deterioration of the job-for-life tradition, one sector has benefited enormously: employment agencies.

Japan's unemployment rate stood at 3.4 per cent in October this year, close to the postwar record of 3.5 per cent reached in May and June. But well before that, from around 1993, corporations began cutting back their workforces, sending many people - young and old - to recruitment and part-time job agencies.

This cutback in permanent, or what is known as "lifetime," employment has opened up the field of part-time or temporary employment - a relatively new concept in Japan and different from "temporary employment" in western corporate culture.

"In Japan, temporary

employment can mean you're there for the long term, it's a different concept," says Mr Scott Seaman, a spokesman for Pasona, the country's leading temporary staffing agency. When a company recruits a "permanent" employee, it is regarded as a long-term investment which is accompanied by company pensions, low-interest loans, health benefits and even housing assistance.

"Naturally, when profits are shrinking, it becomes more attractive to hire what they call 'temporary' staff, and the cutbacks in permanent employment have certainly provided a lot more space for temporary workers. The biggest resistance, however, comes from permanent employees in companies," says Mr Seaman.

Currently, the categories in which companies are permitted to place temporary workers are restricted to 16, including clerical assistants, sales personnel, and those with special technical skills. The government, however, well aware of the looming demand for part-time or more flexible employment, has said it will soon expand

the number of categories.

In the first half of 1996, temporary staff placed by the major employment agencies in Tokyo rose 18 per cent to 327,846 from the same period last year, according to the Temporary Work Service Association. "The importance of these temporary employment services is only bound to increase in the long run," says Mr Tsutomu Sugimoto, director of the association.

Pasona accounts for about 15 per cent of Japan's growing market of temporary staffing agencies. Although the sector is heavily regulated, the total number of private job agencies grew from 3,071 in 1990 to more than 3,800 this year.

While competition has grown, with agencies offering extra deals such as training, the increase in demand

has created more than enough business to go around. "Our revenues this year have already grown by 30 to 40 per cent," said Mr Muneaki Ueda, Pasona's executive vice president.

One new growth area is among male middle managers. "There's a large pool of these people, relatively untapped, who've been moved out of their companies but still have skills and networks of contacts, especially in sales, where these sort of networks are so important," said Mr Seaman. At Pasona, the bulk of business is still among the traditional base of female office workers, but as more male, mid-career employees are pushed aside, the placement of older, more senior workers is likely to become a strong focus for employment agencies, he said.



# In Perfect Balance

According to the ancient Chinese philosophy of yin and yang, the universe is composed of opposing but interdependent forces. Interestingly, this philosophy resembles the concept of homeostasis, the natural balance that occurs within living organisms, including the harmony between antagonists and agonists that regulate vital functions. Thus, an important factor in the search for new medicines is developing compounds that work together with the body's own restorative and regenerative abilities.

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Automotive: by Stefan Wagstyl

# Driven to co-operation

Cost cutting and improvements in quality are the responses to a tough market

At Aisin Seiki, a motor components maker in Nagoya, engineers are proudly demonstrating the latest move in the relentless pursuit of better quality and lower costs which is the hallmark of the Japanese vehicles industry.

It is a new motor for operating car door locks, which has just 17 parts and costs one third as much to produce as its predecessor which was made of 46 pieces.

Mr Hiroshi Ishikawa, production engineering manager at Aisin's Shinkawa plant, says: "Constant improvement is what matters."

The industry has rarely had to pay so much attention to constant improvement as it does today. It has pulled out of the recession of the early 1990s. But the pace of recovery is very modest and unlikely to accelerate in the next few years, at least.

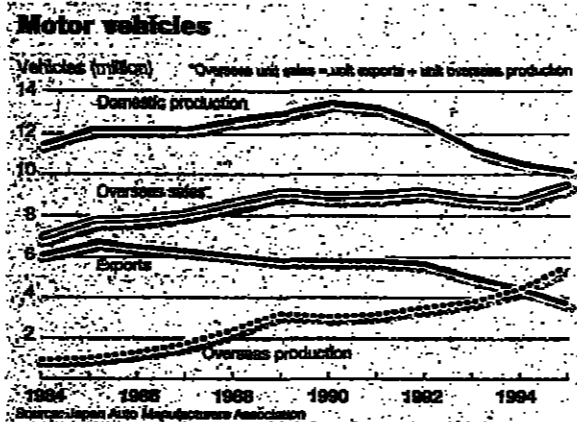
share their market with increasingly successful imports from the US and Europe.

To make matters worse, 1997 promises to be a tricky year, with the government planning to remove a tax discount on cars and to raise the consumption tax rate from 3 per cent to 5 per cent.

As Mr Fujio Chao, a managing director at Toyota Motor, the largest maker, says: "Next year will be very difficult."

Prospects for exports are a little better because the recent decline of the yen has given companies room to hold prices, or even to reduce them, especially in the crucial North American market.

However, this may offer only short-term relief because manufacturers remain committed to increasing overseas production. In Europe and North America they are concentrating on deepening their

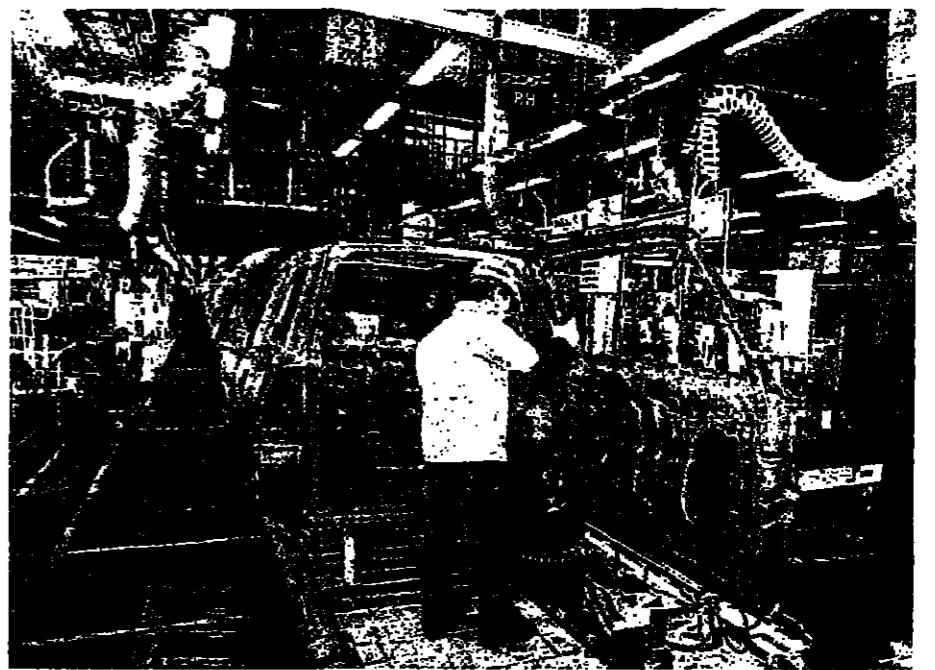


presence by investing in engine and component making. In east Asia, the emphasis is on expanding local assembly, often with parts shipped from Japan - notably in Thailand and China.

The principal response to these strains has been cost cutting, quality improvements and bigger marketing efforts, including transferring head office staff into sales teams. Companies have cut staff through early retirements, recruitment slows, and by moving workers out to subsidiaries. At Nissan Motor, the second largest manufacturer, the

companies have looked to innovation to improve their fortunes. By far the most important is the boom in recreational and multi-purpose vehicles which started in the late 1980s with jeep-type models, notably the Fajero of Mitsubishi Motors.

As at Aisin Seiki, redesign has greatly reduced costs of some components. Across whole model ranges, costs have been cut by standardising components and creating common platforms. As a result, says Mr Kensho Kusumi, a Nissan managing director, the industry can cope with the current exchange rate of ¥100-¥110 to the US dollar.



Toyota's recreational vehicle line: RVs and MPVs are crucial to Japanese companies' success

most rivals, Nissan has suffered serious losses from which it emerged only this year. Honda has seen its profits surge ahead of Nissan's, upsetting the industry's traditional rankings.

Recurring profits of ¥2.08bn were boosted by currency movements and securities sales. Few executives expect these pressures to force companies into consolidation in the immediate future.

Toyota has strong ties with Daihatsu and Nissan, maker of trucks and of Subaru cars. Such relationships could get closer in the future. So could co-operation between rivals. Nissan earlier this year took the rare step of ordering parts from Aisin Seiki, a company with close links with Toyota.

Space: by Michiyo Nakamoto

# Launching a challenge

Research restrictions and the lack of a track record have held back development

Japan's international success in industries ranging from consumer electronics and cars to shipbuilding and robots, has not been matched in aerospace.

In space development, in particular, the US, Europe, Russia and China have forged ahead in staking a place in the growing market for rocket launches and commercial satellites.

Nevertheless, Japanese companies have been quietly developing expertise and the promise of huge growth in commercial uses for rockets and satellites is spurring a renewed drive to join the international action.

In the private sector, Rocket System Corporation, which was established as a general contractor for rocket production and provider of launch services for the National Space Development Agency of Japan (NASDA), has been marketing its services globally in the past few years.

The move into the commercial market by these two companies, which have hitherto been limited to supplying NASDA, highlights the mounting confidence of Japanese space companies in rocket and satellite manufacturing and services, and the spreading view that space development is a particularly promising growth business.

Contrary to common perception, Japan's capability in space development is highly regarded throughout the world, notes Mr Hiroshi Imamura, executive vice president of RSC, which was established by a group of more than 70 companies representing a range of specialties in their respective fields.

Initially, space development by NASDA, on which Japan spends about ¥130bn annually, or about one-eighth of what the US spends, relied on bringing in substantial expertise from overseas, but Mr Imamura is confident that Japan is able to stand on its own today.

In contrast to countries such as the US, Russia and China, which have derived much of their expertise through space development work carried out for defence purposes, Japan has been restricted to peaceful uses, such as academic research.

Japan is held in particularly high regard internationally for the reliability of its rocket launching services. All 28 rocket launches have been successful.

Reliability is also a key selling point for Japanese satellite producers, notes Mr Ichiro Taniguchi, a managing director of Mitsubishi Electric and head of the company's electronic products and systems group.

Mr Taniguchi believes that in terms of quality and reliability "Japanese companies can make rockets and satellites that are equal to western products".

However, since Japanese manufacturers have much less experience sending their satellites into space, their lack of a track record has made them uncompetitive in the commercial arena, he points out.

Furthermore, since Japanese satellites which have been produced for NASDA, are designed from scratch and take 3 to 4 years to complete, they are not competitive with commercial satellites made by Western companies which can be completed in about 18 months at the shortest, Mr Taniguchi says.

Cost is another area where Japanese rocket and satellite companies have lagged behind their Western competitors.

Mr Imamura at RSC says that the H-II rocket, developed under the leadership of NASDA, was about twice as expensive as other rockets, in part due to Japanese personnel costs, which are among the highest in the world and in part to the fact that the H-II used only Japanese components.

The high cost of the H-II has meant that it has not won a single commercial customer. NASDA is developing a new, more reasonably priced rocket which will incorporate foreign parts in order to reduce costs, Mr Imamura says.

Mitsubishi hopes to tie up with a Western manufacturer in order to build up expertise as well as a track record. Eventually, the company wants to go it alone.

However, it is likely to take considerable time for such partnerships to help Japanese companies bridge the still significant gap with their Western competitors.

After all, Japanese aerospace companies, including Mitsubishi Heavy Industries and Ishikawajima-Harima Heavy Industries, have been working with the world's best aerospace manufacturers for decades with little prospect yet of building their own viable, commercial aerospace business.

Industry executives concede that space development is one area where the West still has a substantial lead over Japan. Much of Japan's industry's history of overtaking the West in many fields, it is highly likely that Western companies will try their best to ensure that that gap stays wide, for as long as possible.

# Several Moves Ahead



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4 JAPANESE INDUSTRY

■ Consumer electronics by Michiyo Nakamoto

# Back in the living room

The shift to digital technology is giving a much needed boost to manufacturers

Just a few years ago, Japan's consumer electronics companies appeared to be heading towards a slow but inevitable decline. Sales are expected to reach 5m units this year, or six times that of last year, according to forecasts.

Sales of digital camcorders have also outpaced production, and companies such as JVC, which recently launched a new product with an LCD monitor, have not been able to meet demand. Of 1.4m camcorders expected to be sold this year, 600,000 are forecast to be digital.

Looking further ahead, digital video discs, which are like CDs but have substantially more recording capacity and can contain a full-length film on one disc, are expected to come into wide demand, particularly when recordable DVDs become available. Manufacturers have launched DVD players this autumn but sales are not expected to take off for some time due to the limited amount of software available.

Toshiba, a leading developer and advocate of DVD, expects DVD players, which have the advantage of being backwards compatible with CDs, to grow into a global market of 2m units in its first year and 20m units in the year 2000.

Large, flat screen TVs using plasma display screens to provide a cinema-like experience in the home, are also expected to become a big hit as prices come down over the next few years.

The new products that are driving growth in the consumer electronics industry stem from advances in technology.

The greater use of PCs and networks, such as the Internet, has prepared consumers for the spread of digital technology into the home. At the same time, the introduction of digital satellite broadcast-

video cameras, which consumer electronics makers have launched, have also been successful. The ability to input photos directly into a PC or to send photos down the phone line has spurred demand for digital cameras.

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Semiconductor manufacturing: the greater use of PCs has prepared consumers for digital technology in the home

ing and digital communications lines has provided the infrastructure necessary for the shift to digital technology.

For example, a surge in the use of online services has spurred demand for personal organisers that can tap into networks and has encouraged consumer electronics makers, such as Sharp and Sony, to introduce TVs which can access the Internet. Sharp is aiming to sell 2,000 units of its Internet TV a month.

Ms Masami Fujino, industry analyst at Jardine Fleming in Tokyo, estimates that new products such as digital phones and digital video cameras, will provide ¥430bn in sales in the current fiscal year, rising to ¥500bn next year.

Many Japanese consumer electronics makers are well placed to take advantage of the digital environment. Not only do they have the high level of expertise in semiconductors, digital compression and optical technology needed to develop new, advanced products, they also have the ability to gather market information on what consumers want, and so to develop products rapidly, points out Mr Osha at Merrill Lynch.

It is no coincidence that Matsushita, Sony, Sharp and Sanjyo, which are among the largest consumer electronics makers, are also in the top ten semiconductor manufacturers in Japan, he notes.

The big, established consumer electronics makers are also major manufacturers of key components that support many of the new products.

For example, Sony and Sanjyo are leading makers of rechargeable batteries, which are crucial for portable products ranging from digital personal organisers to portable audio equipment. Sharp's expertise in liquid crystal display panels has given its consumer business a tremendous boost over the years by adding value in the form of a thin LCD screen to conventional consumer products such as camcorders.

This high level of technological expertise suggests that Japanese companies are likely to dominate the market for DVD. The world standard for DVD has been agreed by a consortium of hardware manufacturers led by Toshiba and comprising mostly Japanese consumer electronics companies.

Just as importantly, Japanese consumer electronics makers have the brand names necessary to attract consumer demand, Mr Osha says.

Yet, while new products are expected to spur industry growth, the increasing sophistication of the technologies involved is widening the gap between those companies that are able to take advantage of technological developments and those that cannot.

The consumer electronics industry still has too many players and "is in a long-term rationalisation mode", Mr Osha says. In order to survive, companies either have to be big and have the necessary advanced technological expertise, or be narrowly focused on an area of competence, he points out.

■ Trades by Michiyo Nakamoto

# Worldwide solutions

Japan is taking an increasingly global approach to resolving trade disputes

For the past year or so, Japan and the US, its biggest trading partner, have been happy to put off confrontation over several troublesome trade issues.

After coming back from the brink of a trade war over cars and car parts in the summer of 1995, the two countries have toned down the rhetoric, and the world's most important trade relationship, as leaders on both sides of the Pacific like to call it, has enjoyed a period of relative calm.

Japan's shrinking trade surplus and the US presidential election last month have no doubt played significant part in the relative absence of trade friction.

But there are also signs that the change in atmosphere reflects a recognition that a bilateral approach is increasingly inadequate to solve trade problems which have become much more global in nature.

Japan has expressed a strong preference for resolving disputes through the World Trade Organisation rather than the traditional practice of working out solutions to specific trade complaints through bilateral negotiations.

In talks with the US over the past few years, Japanese officials have steadfastly preached the virtues of a multilateral approach to trade problems and the evils of unilateral action, such as the economic sanctions that have been employed from time to time by the US against what it considers unfair trade practices.

In the dispute over cars and car parts, the Japanese government successfully turned to the international community to condemn the US's insistence that numerical targets should be used to measure the degree of progress in opening Japan's markets to vehicle imports. Americans in the US as well as

European business leaders supported the Japanese position, giving Japan the moral high ground in negotiations.

Likewise in the more recent spat over whether or not to renew the US-Japan semiconductor accord, the objection of the European Union to the bilateral arrangement, on the grounds that it was discriminatory, helped put the US bid for renewal in a negative light.

The result was to strengthen Japan's resolve not to give in to US demands. Both disputes were settled without offering the US much more than promises of continuing efforts to improve market access.

These two bilateral issues underscored the growing impact that international, rather than merely domestic, public opinion can have on the outcome of a bilateral dispute. The EU's growing determination to have a say in discussions between the US and Japan has also made it difficult to keep trade a bilateral issue.

Against this background, it is not surprising that the World Trade Organisation has started to play a significant role in resolving trade issues between Japan and its major partners.

A potentially stormy row with the US over unfair practices in Japan's market for photographic film and paper, for example, has been referred to the WTO, while Japan agreed last month to amend legislation after the

EU, the US and Canada won a WTO ruling that the Japanese liquor tax system discriminates against certain spirits, such as whisky.

Further deregulation of Japan's telecoms market is likely to hinge more on the outcome of international talks on liberalisation that are scheduled to be concluded early next year, than on US demands in bilateral negotiations.

However no matter how effective the WTO, the two countries will continue to have regular and direct bilateral exchanges over issues that affect their economic activities.

There are several contentious matters, such as the opening up Japan's insurance market and the US-Japan civil aviation accord, that are still on the bilateral agenda.

But just as the growing global nature of trade has enhanced the role of multi-lateral trade bodies in settling disputes, it has also turned attention away from the US-Japan relationship to other trouble spots.

The increasingly important role of Asia in world trade has made the region a more frequent source of tension. The US has had several clashes with China over intellectual property rights, while Japan has narrowly averted curbing Chinese exports of textiles to Japan which have been flooding the domestic market.

In an unusual move, Japan has also taken Indonesia to the WTO over its

national car policy which discriminates against foreign importers by giving privileges to one domestic company with strong connections to the Indonesian president.

"The rise of Asia has increased friction in international trade and finance," notes a recent report of the Japan Forum on International Relations, a private research institution comprising businessmen, academics and politicians. The Forum, which makes policy recommendations to the prime minister suggests that Japan should play an active role "in the construction of a WTO framework that presumes greater prominence for Asia".

Japanese trade policy is also increasingly influenced by the rapid globalisation of industries.

In telecommunications, for example, the Japanese authorities have become significantly more open to deregulation of the domestic industry because it is recognised that keeping in line with global developments is crucial to remain competitive in a borderless market.

Thus recent deregulation in the cellular phone market has spurred strong growth in Japan, which had lagged behind many other industrialised countries in mobile communications.

Meanwhile, the news that BT, the UK carrier, and MCI, the US telecoms group, plan to merge their businesses and create a formidable international operation, has lent weight to recommendations that NTT, Japan's dominant telecoms company which has long been restricted to domestic operations, be allowed to conduct international telecoms business.

In industries that will provide the engines of future economic growth, such as telecommunications, Japan may be expected to show a hesitant but unmistakable shift from a trade policy aimed at protecting domestic industries to one aimed at raising their international competitiveness.



A brake on business: cars and car parts nearly drove Japan and the US to a trade war in 1995

■ General traders by Daniel Böglér

# Survival strategy

The trading giants are having to reinvent themselves once again

Japan's general trading companies like to think of themselves as latter-day samurai, the country's shock troops on the international commercial battlefield. On the face of it they look more like corporate dinosaurs.

They are huge. The top five "sogo shosha" or general traders - Mitsubishi,

Mitsui, Sumitomo, Itochu and Marubeni - had combined turnover of more than ¥80,000bn (¥730bn) last year. But they are sluggish. Sales are set to fall for the sixth year in a row in 1996/97 and profitability remains poor with operating profit margins at a tiny one half of one per cent.

On top of that, the copper trading scandal which cost Sumitomo \$2.6bn and tainted its reputation, has raised fresh questions about the trading companies' ability to manage risk and the increasing obsolescence of their

middle man function.

But like most of Japanese industry, the shosha think in decades rather than years. They started as simple import-export businesses in the 17th century, grew into international traders in the 19th and brokered the nation's recovery from the second world war. According to Mr Kota Nakako, analyst at SBC Warburg in Tokyo: "Their strength has been their phenomenal ability to reinvent themselves down the years."

Despite their current difficulties, the shosha are in the

middle of another such rejuvenation. There are three main elements to this process: first, a transformation from commission-based trading to income from equity stakes and manufacturing joint ventures; second, a broad drive into Asia; and third, focused investment in new industries, such as multimedia and information technology.

Over the past decade, the traders have poured money into a vast array of new ventures, from handbag design and aircraft manufacture to power generation and car rental, in a drive to reduce reliance on the razor-thin margins of their traditional commission business. Mr Hiroshi Matsumoto, general manager of planning for Sumitomo, says: "We have learned that it is no longer enough to be mere intermediaries. We must also be manufacturers, investors and developers of natural resources."

Each of the big five now has 600-odd affiliates and joint ventures, while income from investments, equity stakes and related fees makes up nearly 80 per cent of profits, compared with less than 30 per cent 10 years ago.

Mitsubishi set up a merchant banking unit in April 1996, following a ¥18bn capital gain from the partial flotation of Net-One, an electrical wholesaler. Most of its rivals have followed suit by setting up Asian venture capital funds, where they invest alongside their traditional manufacturing clients.

Much of that investment takes place in Asia, where the trading companies have had extensive links for years. During the Gulf War, the Japanese Foreign Ministry relied on shosha contacts in the Middle East rather than its own diplomatic sources to find out what was going on.

Itochu has been in China, where it has more than 20 offices, for 30 years. Last December it helped to arrange a takeover making Japan's Asahi the biggest brewer in China after Itochu executives overheard at a wedding reception of an Indonesian industrial magnate that he wanted to sell his stake in a Chinese brewery.

"Formerly our business

was to export and import from the Japanese market. But now that Japan is growing more slowly, we are looking to supply emerging markets in Asia. We have to diversify, otherwise we cannot survive," says Mr Akinori Seki, strategic manager for Marubeni. The group, which started as a textiles trader, has expanded into Chinese oil exploration and Burmese steelmaking. Less than a tenth of current sales come from its original business.

Back in Japan, the trading companies have been among the country's most enthusiastic investors in new industries.

Partly this has been a conscious decision to diversify away from trading activities in mature sectors like food, metal and textiles. But it is also because most of the shosha are part of bigger keiretsu, Japan's corporate families, who had other group companies covering traditional manufacturing like cars and electronics.

Investment in new technologies is set to rise from 5-10 per cent to 20 per cent of total shosha investment in the next five years according to Salomon Brothers analyst Mr Kenichiro Yoshida, and will be the most important factor in boosting future earnings.

Having helped to finance the start-up of DDI and Japan Telecom, two long-distance telephone operators, the trading companies are now extending their reach to embrace cable television, satellite broadcasting, mobile communications and the Internet.

Mitsui is already making profits in computer software, while Itochu has injected ¥50bn into Time Warner and teamed up with the US media giant to build a ¥30bn cable network to cover 2m households by 2000.

While their sheer size gives the trading companies high tolerance for risk, there is no denying that investment on such a broad front produces its share of flops. Like many other Japanese companies, the collapse of the bubble economy has left the shosha with unprofitable businesses and unsaleable properties. Marubeni alone has spent ¥180bn in the past three years in write-offs and closures. And while they have been quicker to dispose of failed investments than the banks, both Itochu and Marubeni remain

exposed to large bad loan portfolios through associated leasing companies.

New investments, however promising, also take time to come right. Mr Nakako estimates that 30 per cent of a company's subsidiaries and ventures are loss-making at any one time.

"That helps to explain the shosha's low profitability and highly geared balance sheets. Debt to equity ratios range from 250 per cent at Sumitomo to 600 per cent at Itochu, though servicing

these borrowings is no problem while interest rates stay this low. As for profitability, Mitsui, regarded as the best-managed and most profitable, should manage a consolidated return on equity of 6.5 per cent this year, with most of the competition at 4 per cent or less. But at least the shosha are starting to think along the right lines - Mitsubishi has set a target return on equity of 8 per cent for next fiscal year, while Marubeni is aiming for 6 per cent.

From an investor's point of view, there is no doubt that the general trading companies could do much more to boost profits and shareholder value. But they are proving remarkably adaptable. They are weaving themselves into the fabric of Asia and of sunrise industries as effectively as they have integrated themselves into the heart of corporate Japan. Measured by their own, very Japanese standard - survival - they are an undoubted success.

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# THAILAND

## Painful end to era of easy money

Thailand needs a new formula for economic success. It is time for the new coalition government of Gen Chavalit Yongchaiyudh to deliver on its promises, says Ted Bardacke

The era of easy money is over in Thailand. A lot of money will still be made in the country - consumption-saver. This will certainly see to that - but it is going to be a lot harder to make it than during the past decade, when Thailand was the world's fastest growing economy.

Over the past year, it has become painfully obvious that Thailand can no longer produce the growth rates to which it has become accustomed: an average of 8 per cent a year for 10 straight years, on the back of government monopolies, asset inflation, cheap labour, tariff protection and illegal activities.

All these things are, to a greater or lesser degree, in decline - and the economy is feeling it, registering its lowest growth rate since a shock devaluation in 1984. In short, the country needs to build a new formula for economic success, one based on productivity in the manufacturing sector, innovation in the services sector and a renewed commitment to the country's first economic strength: agriculture. And unlike the formula for Thailand's most recent period of rapid growth, it will be difficult for this new formula to emerge by chance; it has to be engineered.

The thought that the government might start to do something other than manage day-to-day macroeconomic stability is uncomfortable for many Thais.

"We're not very good at strong government," says Mr Chalongsob Sussangkarn, president of the Thailand Development Research Institute. "Once we realise we have a problem we are able

to adjust quite quickly. But telling people how to do things doesn't usually work here."

Yet for the private sector the problem is beyond mere tinkering or adjustment. Government concessions which gave private companies licences to print money in areas such as telecommunications are being dismantled. The decline in the stock market and shake-out in the property sector is exposing speculators to a downturn for the first time in recent memory.

Meanwhile, wages are rising much faster than productivity and traditional industries such as textiles and footwear are abandoning the country.

"Tariffs are coming down in a haphazard manner, with raw material imports still taxed heavily while finished goods enter at relatively low rates. Illegal pilfering of the country's natural resources still continues, but with fewer forests remaining it has become harder to earn money this way."

"We've been living from one Christmas to the next. This year, the orders didn't come in," says Mr Banthoon Lamsam, president of Thai Farmers Bank. "Implementing the structural measures necessary [to change this] will be painful in the short run."

The most important structural issue that has to be dealt with is the propensity of Thai businesses to over-invest. In fact, much of Thailand's recent economic growth - along with the country's chronic current account deficit, which shows little sign of being reduced - has been derived from investment growth, not pro-

ductivity gains. In some areas such as residential property development, nearly 12 years of inventory sits empty.

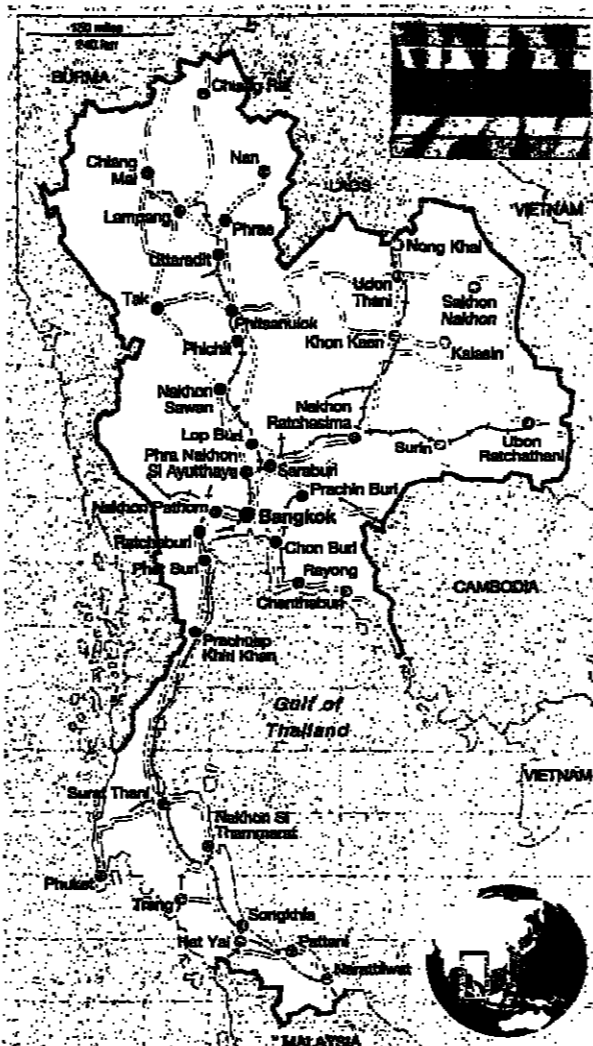
The Thai private sector, used to growing simply by investing, is still uncertain what to do. A recent survey of Thai corporate financial officers by Goldman Sachs and Phatra Thanakit, a leading Thai finance and securities company, showed that while capacity utilisation hovers around 70 per cent, more than three-quarters of those surveyed expected to increase capital spending next year.

Phatra Thanakit believes that an 85 per cent capacity utilisation rate is the level at which capacity additions are warranted. Mr Banthoon of Thai Farmers Bank says that a common denominator of his bank's top 10 problem loans is that they are basically well-managed businesses that have over-invested because of overly optimistic growth assumptions.

For once, the politicians seem to be out in front on the issue. Gen Chavalit Yongchaiyudh, the new prime minister, says: "We've spent a lot of money - much more than we should - always thinking we're going to be the next economic tiger. We're still a long way from that. We've got to stop putting up projects that have very low or no economic return." Whether Gen Chavalit can enforce this view on his fractious six-party coalition and a business sector that voted against him, remains to be seen.

Gen Chavalit does have one important ally: direct foreign investors who, untroubled by politics, are turning Thailand into a manufacturing base for vehicles, computer parts, plastics and petrochemicals. These investors bring along with them the latest in manufacturing techniques, benchmarking their performance against world leaders, not just Thai companies.

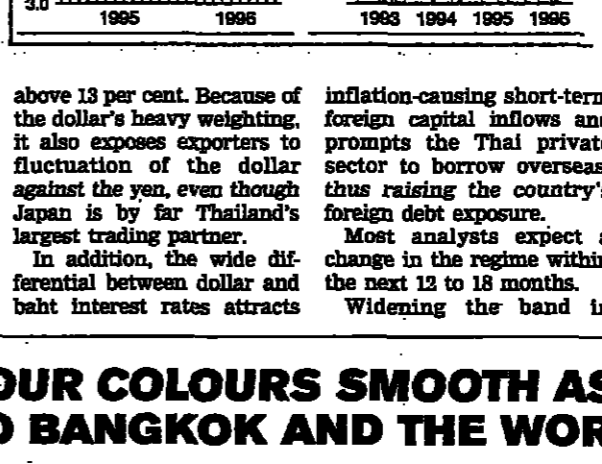
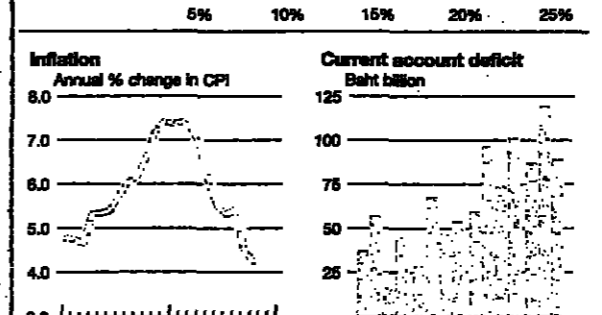
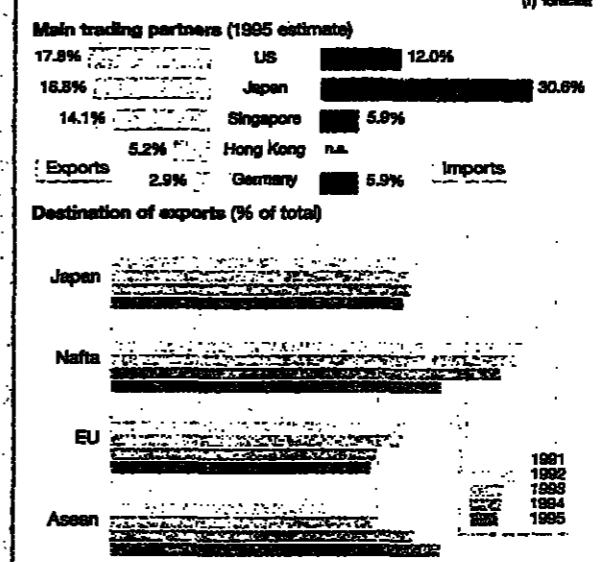
But for this investment to continue, two short-term items must be dealt with in order to reduce Thailand's risk profile. First, the country's macroeconomic managers must land the economy safely into a stable growth rate of between 5 and 7 per cent. Much discussion has been



Government and constitution	
Head of state King Bhumibol Adulyadej	Head of government Prime minister General Chavalit Yongchaiyudh (NAP)
National legislature The legislature consists of a 252-member elected House of Representatives and a 270-member Senate nominated by the prime minister and appointed by the king.	Main political parties New Aspiration Party (NAP), Democrat Party, Chart Pattana Party (CPP), Chart Thai (CT), Social Action Party (SAP), Prachakorn Party (PTP), Solidarity Party, Sarithan

devoted to whether Thailand's landing is going to be hard or soft. Actually, the point is moot; it has been more than 10 years since Thailand had a landing and the current managers have never piloted one before, especially in an environment of a high current account deficit leveraged with a great deal of short-term capital. Even a soft landing, especially with so much excess capacity, is going to be difficult.

Economic summary		
	1996(1)	1997(1)
Real GDP growth (annual % change)	7.2	7.1
GDP per head (\$)	3,008	3,268
Inflation (annual average % change in CPI)	5.8	4.9
Manufacturing output (annual % change)	11.0	10.0
Services output (annual % change)	5.5	5.8
Money supply, M2 (annual % change)	15.3	16.0
Credit growth in banking sector (%)	16.0	15.0
Foreign exchange reserves (\$bn)	39.28	42.81
Tourism & other foreign exchange receipts (\$bn)	8.5	9.2
Government expenditure (% of GDP)	15.9	16.4
Total foreign debt (% of GDP)	44.6	44.5
Debt service (% of exports)	21.1	22.4
Current account balance (\$bn)	-14.8	-14.9
Merchandise exports (\$bn)	59.0	65.36
Merchandise imports (\$bn)	-71.2	-79.0
Trade balance (\$bn)	-12.2	-13.64



The economy: by William Barnes

## Long-term problems

A sharp drop in export growth has shaken many people out of complacency

Mr Richard Han, the president of Hana Microelectronics, the Thai integrated circuit (IC) maker, became so frustrated trying to find skilled workers in Thailand that he bought a factory in Hong Kong.

"Basically, we've given up doing it [training] here, or expecting the government to do anything about it, Mr Han said.

Hana will send its Thai employees to train on the job in the more sophisticated Hong Kong venture.

The company expects about \$200m in sales this year. It has two IC factories in Thailand and a third under construction. It also has a plant in Shanghai where labour costs are one-third those of Thailand.

Over time Mr Han plans to transfer the more sophisticated technology from Hong Kong to his Thai factories - and ship most of the low-end work to Shanghai. "It is the only way we will survive," he added. "If we just sit here and complain, then we are dead."

The fact that a company such as Hana is forced to jump through these hoops in order to retain a competitive edge indicates why many people have become worried about the Thai economy this year.

For years there have been warnings that it is wrong to assume that the vigorous Sino-Thai business community will drive the economy forward forever as long as it is left relatively unfettered by government.

But with the economy expanding at an average rate of 9.4 per cent of gross domestic product in the 10 years to 1996, there has been no pressing incentive for decision-makers to address the long-term structural problems such as an desperately inadequate infrastructure. Did not The Economist

predict a year ago that, from World Bank figures, Thailand would be one of the world's eight biggest economies by the year 2020... Bigger than the UK, Russia or Brazil?

In 1993, Mr Rob Collins, head of research at Asia Equity, a Bangkok broking house, made what seemed to be a controversial comment: "It is quite possible to argue that Thailand will be the NIC (newly industrialised country) that failed."

Mr Collins now admits: "That might sound a little strong, but if I defined failure as performance falling well short of potential, then I think a lot of people might agree with me."

But the shock of possibly zero growth in exports this year - compared to the double digit increases that have been the norm in recent years - has shaken many people out of their complacency.

The central bank now admits that economic growth could dip below seven per cent for the first time in this decade.

The immediate cause is primarily cyclical weaknesses in global demand that have sent ripples of worry across the whole region. But, perhaps more than for any other Asian economy, the slowdown has exposed deficiencies in the Thai economy that were previously overshadowed by rapid growth, or simply ignored.

When export growth started to collapse, economists and investors - mindful of Mexico's near-meltdown two years earlier - ran around the statistics looking for cracks in the economy.

However, Thailand's eye-catching large current account deficit - 8.1 per cent last year - has, unlike Mexico's in 1994, been built by imports of capital goods rather than a sea of consumer items. And high capital imports are traditionally regarded as forgivable because they imply that the country will go on to use the capital to produce exports.

It is generally recognised, however, that Thailand has become a capital junky,

dependent on injections of capital to keep its economy frisky but without properly laying a foundation worthy of a newly-industrialised economy.

Indeed, the impression given by central bank officials is that they are quietly satisfied with the slowdown which they see as the only way to wean the economy off its dependence on high capital imports and so bring the current account deficit down.

This suggests that although there have been indications that the current account deficit has stabilised - it dipped below \$20bn in August for the first time in six months - the climb back could be long and slow and will not reach the very high growth rates seen in recent years.

The economy's real problem may not be that it is about to spring a disastrous leak but that there are flaws in its design.

Then there is a need for a much more concerted attempt to finesse the transition to even a medium-tech - not a high-tech - economy than has been undertaken previously.

"We have been importing all this technology. Now we are faced with the tricky part - making it work," Mr Chatumonkol Sonakul, the finance ministry's permanent secretary, told a meeting of Thai businessmen a few days ago.

Yet, no-one is suggesting that the Thai government should engage in Korean-style economic management - it is one of Thailand's strengths that it has eschewed such interference.

Indeed, it is not mere luck that Thailand has become the preferred destination for the diaspora of Japanese factories seeking a refuge from a strong yen.

Earlier this year General Motors gave Thailand a vote of confidence when it announced that it would build its first \$750m plant in Asia in the country. Thailand has been unlucky that the global downturn has coincided with

important investments in steel mills and petrochemical plants. But the strong growth in exports of computers and parts in the first half of the year shows it is also developing a medium-tech computer parts industry.

Many pundits have already written off large parts of the Thai textiles and footwear industries as naturally deserving to shift to cheaper labour economies. Yet the nagging suspicion remains that if Thailand is to find its niche it should really try to salvage a future out of some of its struggling industries; perhaps moving into fashion footwear, for example.

But this requires a flair and creativity that Thais have too often neglected in favour of merely copying successful rivals, or making up orders on demand.

There is a dearth of Thai brand names in any industry, and few attempts have been made to make a virtue out of necessity by, for example, promoting branded agricultural produce.

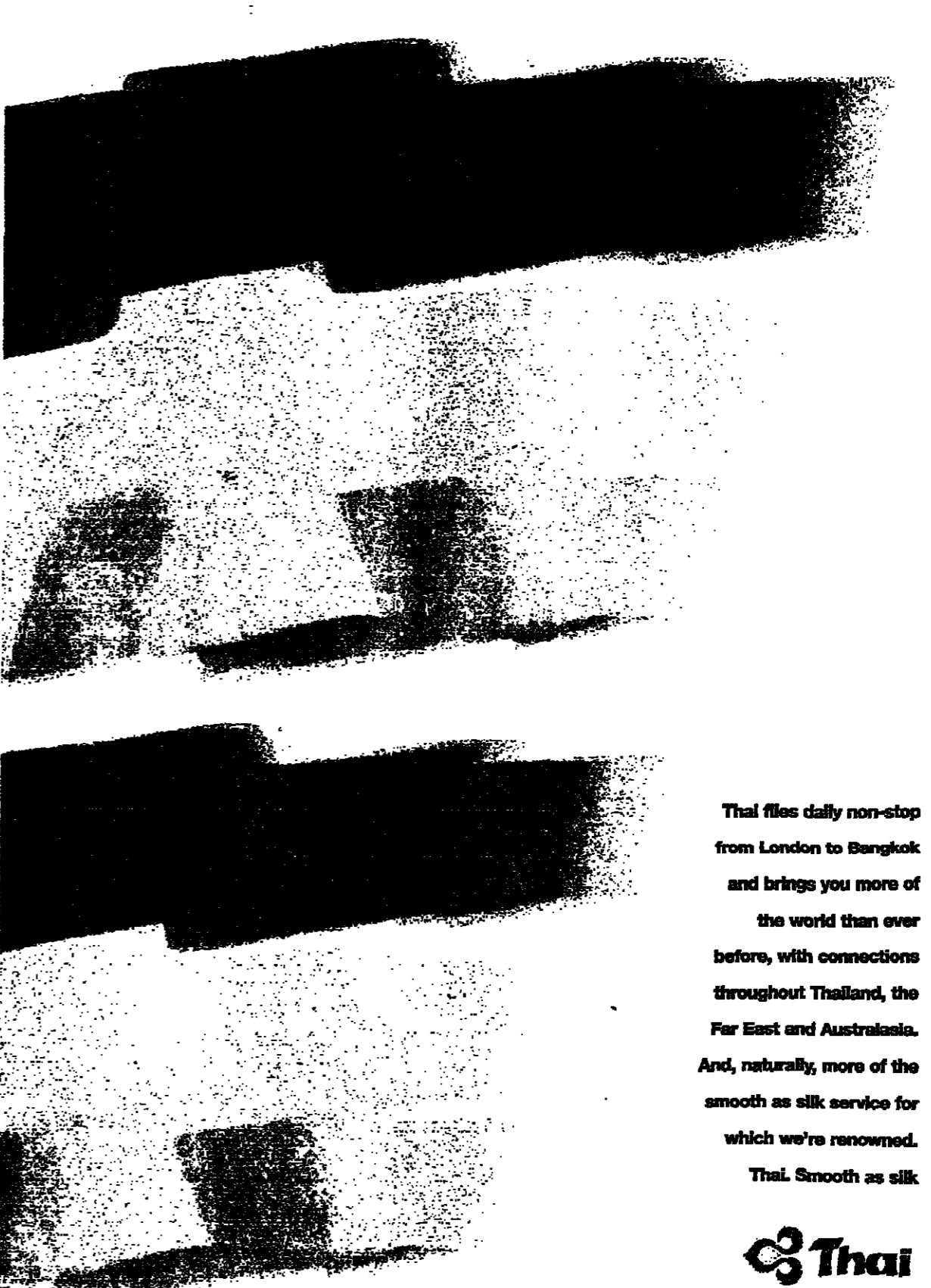
Rather than address big economic issues, the previous government of Mr Banham Silpa-archa, prime minister, preferred to concentrate on the tricky task of merely staying in power.

As the economic numbers crumbled, it even appeared to go backwards by losing - amidst allegations of either corruption or political meddling in independent regulators - two finance ministers, a central bank governor, a respected head of the Securities and Exchange Commission and a deputy finance minister.

The election campaign promise of Gen Chavalit Yongchaiyudh, the new prime minister, to create a dream team of technocrats to set the economy to rights has predictably collapsed in the face of demands by many politicians for cabinet seats.

Ominously, the make-up of the new coalition bears a remarkable similarity to the previous one.

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2 THAILAND

Property by William Barnes

# Turbulence looming

Most believe the sector has been concealing damage in the balance sheets

The president of the Somprasong property group appears to be a worried man: he juggles his cell-phone in his hand, bounces in his seat and is alternately sorrowful and angry.

This should perhaps be no surprise because a few days before he spoke to the Financial Times, Mr Prasang Panichpakdee had been arrested and charged with falsifying financial reports.

He was disarmingly frank about why the Somprasong group, and several other property companies, are having problems: "We Thais have a weakness - we can not resist trying to copy someone else's success," he complained. "If someone opens a shoe shop that gets good business, then in a few months you can get lots of shoe shops opening up in the same street. The same thing happened in real estate."

Although prices in the residential sector, where listed companies have concentrated their attention, stalled about five years ago, most developers saw little reason to stop building.

"There was a big element of competition - the 'if I don't then he will' attitude. There was also a feeling that prices were still very reasonable compared to Hong Kong or Singapore: four or five times cheaper," Mr Prasang said.

He also admitted that in his case a successful Bt2bn Euro-bond issue encouraged the urge to keep driving development projects into the capital's residential market. Debts may total Bt5bn.

Mr Prasang claimed that shareholders and disgruntled employees were telling lies when they said the company was doctoring its accounts, perhaps from the time it was floated in 1991.

In the listing year, profits jumped to Bt174m from Bt78m a year earlier. The company made a loss in the

first half of this year of Bt194m, compared to a Bt186m profit over the same period last year.

Most observers expect the problems of other high-flying property companies to surface in the future.

One Bangkok-based property analyst said: "Cash flow management is generally horrific. They (the listed property companies) scrambled to get assets onto their books in the blind assumption that asset values would continue to go up."

Stockbrokers Asia Equity recently worked out that if the published accounts of Thailand's 20 listed property companies were recalculated by making only cash payments count as revenues, and by deducting all interest payments from profits, then the sector's cumulative profit of Bt42.1bn from 1991 to 1995 would be transformed into a Bt13.3bn loss.

The listed companies currently avoid revealing how damaging a 324 per cent increase in total debts in the five years to the end of 1995 has been by capitalising three-quarters of their interest payments as assets.

Some property developers have complained that Asia Equity's calculations are unrealistically extreme.

Yet few people dispute that as cash has streamed out of property projects the sector has been able to continue reporting robust profits by borrowing money and tucking the damage away in the balance sheet.

Property companies must nowadays obtain at least 20 per cent of the purchase price before they can report a sale, but there is a strong suspicion that many companies have sold to speculators (Thais love to invest in bricks and mortar) who will never complete the payments.

There could be a total of 250,000 houses and flats lying empty in Bangkok, either unsold or in the hands of speculators.

One veteran property analyst said that in the circumstances the (financial) figures from the property sector were inherently untrustworthy.

Stockbrokers HG Asia, in a recent survey, said three more property companies besides Somprasong carried a high risk of bankruptcy and nine other companies which were bubbling just under the high risk category were typically saved from such a classification only by the strong backing of bankers or a rich family.

According to Mr Neil Semple, HG Asia's property analyst, each high risk company has reported profits worth less than 3 per cent of inventories, which indicates that it is sinking money into too much land or into property it cannot sell.

These four companies - along with many others - were staggering under very high accounts receivables (money booked but not yet paid) and total interest costs that were larger than profits.

Officials at the central bank are keen to play down fears that problem property companies might rip holes in the financial sector which has lent them many millions.

"We are not really worried," said Ms Nongnart Sonthisuan, the deputy director of the Bank of Thailand's financial institutions and supervision department.

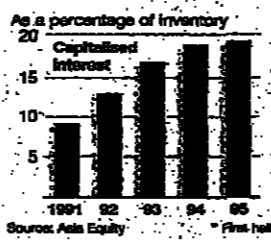
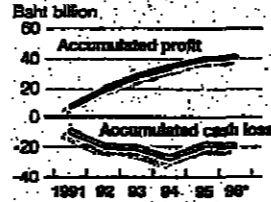
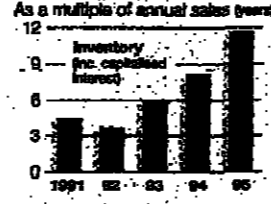
"We are satisfied that provisions provide adequate cover for lenders," she added. At the end of August, property loans accounted for a shade over 10 per cent of the financial sector's loan book.

Yet finance companies are in much deeper - at that time, just over 23 per cent of their loans were property-related.

If no systemic collapse is in the offing, some painful turbulence certainly may be. So much so that some influential members of the financial community have already called on the new government not to waste its resources by helping often well-connected families climb out of property ventures that they entered with open eyes.

Mr Bantoon Lamsam, president of the Thai Farmers Bank, told a meeting of businessmen a

Property



few days ago: "The property slowdown is not one of Thailand's fundamental problems. If some people continued to build condos and superstructures that now they can't sell... well I call that a pseudo-problem."

Mr Bantoon told financiers that if they found themselves suddenly owning a lot of property "You must wait and wait to sell it... trying to get the money back off the public is not a fair deal at all."

Proposed rescue schemes have already included the securitisation of property company debts, soft loans for home-buyers from a government bank, and central bank support for finance companies.

Strangely, the pain being encountered in the residential sector does not appear to be raining in the developers of office and retail property. Properties in this sector are holding their values reasonably well, but if the furious pace of construction continues, these investments could come under severe pressure before the turn of the century.

One senior banker commented: "I have often been impressed by my fellow Thai investors' insistence on their right to lose money."

Capital markets by Ted Bardacke

# Changes have to be made

Problems in the financial sector need to be addressed as soon as possible

The suffering in Thailand's financial markets presents participants - regulators, policymakers, bankers, brokers and investors - with a difficult dilemma. Will the current downturn prompt a much-needed but painful cleansing and consolidation of the financial system? Or will regulators avoid clamping down on a suffering industry for fear of provoking a financial crisis?

The dilemma mirrors a larger disagreement among the country's economic elite. If Thailand's economic downturn is cyclical and part of a wider problem throughout East Asia, then muddling through and waiting for the inevitable upturn is acceptable. If the problem is specific to Thailand, then a defensive position will only prolong the pain and necessitate even more drastic measures in the future.

In the financial sector, the problems and the agenda for reform are both immediate. The stock market is off more than 20 per cent since the beginning of the year and turnover is so low that some brokerage companies are not covering their securities business costs. Commercial bank loan growth has fallen to an anaemic 16 per cent. Liquidity is tight at many finance companies.

Public offerings of equities and bonds are being postponed. In October, market turnover on the fledgling Bond Dealers Club fell to one-fifth of what it was at the beginning of the year. The dual time-bomb of outstanding margin loans and bad property loans has yet to be defused. Bankers say the number of bad checks they encounter has doubled over the past year.

Policymakers know changes need to be made and have written a long agenda for themselves. Short selling will help reduce market volatility. New commercial



Bangkok Stock Exchange: the market is off more than 20 per cent since the beginning of 1996

banks will promote investment and savings in untapped areas of the provincial market. A revamping of merger regulations will facilitate consolidation among the overcrowded finance sector. Better disclosure of non-performing loans will keep careless bankers in check. Freeing brokerage commissions will convince foreigner brokerage houses, with new products and technology, to make additional capital investments.

Mr Rerungchal Marakond, central bank governor, says: "We haven't seen the real trouble yet. We know a tornado will hit us one day. So we have to strengthen our house to stand strong when the tornado hits."

Yet in Thailand most of the policymakers are also charged with maintaining the immediate health of the financial system. They fear these measures will hurt a number of important market players, thus exacerbating already existing weaknesses.

"What is to be done will be done. We have to be competitive and fill in the missing infrastructure," says Mr Prakorn Malakul Na Ayudhya, secretary-general of the Securities and Exchange Commission. "But in certain areas we have to consider the timing. If you give sick people germs to develop immunisation to disease, you might just make them sicker."

There is one area where the news is all good. Institutional investors are becoming the dominant force in the Thai market and can only get stronger. Eight new

mutual fund licences have been granted and 20 applications for private fund management licences are being considered.

Beginning next year, a host of private companies will be required to set up provident funds for their employees. The scheme, expected to raise Bt4.6bn annually (60 per cent of which can be invested in equities), includes commercial banks, finance and securities companies, life insurance companies, listed companies with government concessions and companies receiving Board of Investment privileges. A whole new pool of long-term investment capital will be pushed into the market.

But some areas are bottlenecked in seemingly endless bureaucratic discussions. Tax issues are slowing the implementation of short selling, mergers among finance companies and the development of the recently-launched over-the-counter market, while the bond market suffers from the finance ministry's reluctance to issue bonds which would act as a benchmark. New domestic banking licences are awaiting the signature of a finance minister.

There is real division on brokerage commissions. The SEC has decided they should be freely negotiated, thus providing an incentive for foreign brokerage houses to keep their trades on-shore and develop new products in tandem with lean domestic sub-brokers. But with profits at domestic brokerage houses falling, the SEC has

refused to set an implementation deadline. Analysts have suggested that some of the problems in the finance sector could be solved with a healthy dose of securitisation, whereby packages of well-performing assets could raise enough money to loosen the liquidity situation and provide for reserves against the growing mountain of bad debt.

A few ground-breaking securitisation deals - such as Tisco Leasing, Bank of Asia and Isuzu Hat Yai - have gone through, but as of yet there is no up-to-date securitisation law, making legal fees on these issues prohibitively expensive for many companies.

However, the big securitisation move will likely take place with bad debt rather than good. The central bank, together with Thai banks and finance companies, is working on a plan whereby a new financial institution, partly government-owned, will buy bad property loans and collateral from the banks and finance companies at a discount, keep the collateral and securitize the loans. There are many difficult hurdles to implementing such a system - who is going to pay to set up the new institution is a big one - but if it can be done, so can many other things.

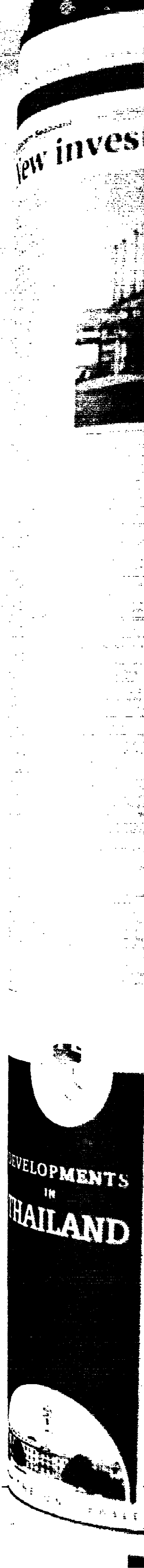
Thus, in a backward manner, the end result could be the streamlining of the country's securitisation regulations. It is likely that solutions to other problems in the financial system will be designed in this awkward way.

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Eastern Seaboard: by Ted Bardacke

# New investment pours in

Investors in the region qualify for a host of government tax incentives

The names have been copied straight from a list of the world's biggest multinationals: General Motors, Mitsui, Bayer, Ford, Shell, Kobe Steel, Spicor, Hoechst, Kellogg, Electrolux, Union Carbide, Tetra-Pak, Toyota. They, and many others like them, are all there.

"There" is Thailand's Eastern Seaboard, a four-province area that ranges to the south and east of Bangkok and is south-east Asia's most concentrated area of heavy industry.

By the end of the century, the area - dominated by vast fruit orchards and quiet fishing villages just a decade ago - is set to surpass Singapore in petrochemical and oil refining output, rival Korea in steel-making, and be Asia's largest hub of vehicle manufacturing and parts suppliers outside of Japan.

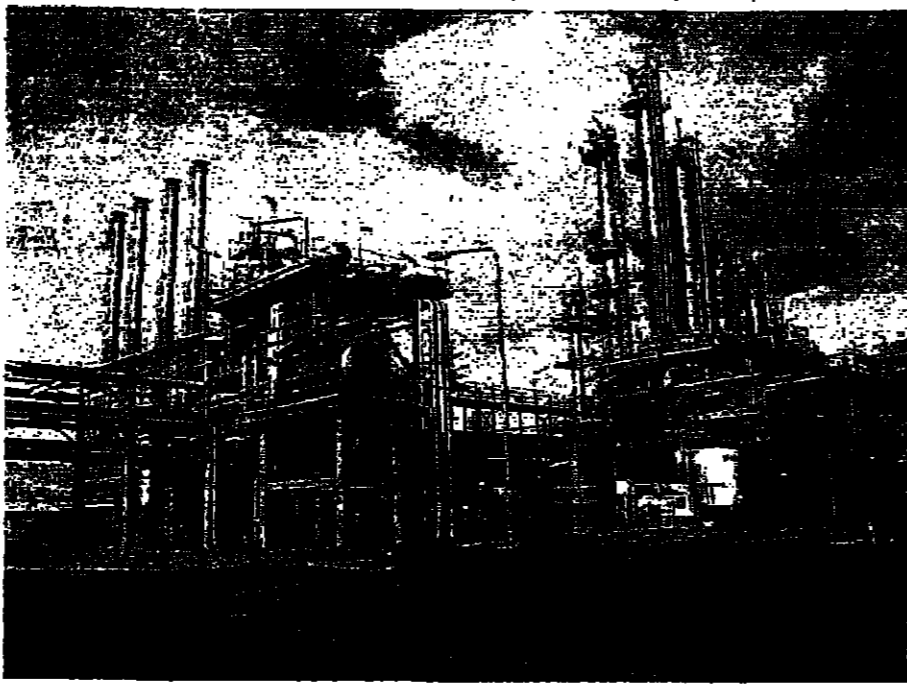
It may also become another Bangkok - or even part of Bangkok. It is a wide strip of congestion where polluting smokestack industries nestle up against luxury resorts and slum housing, and public infrastructure creaks under the massive influx of migrant labour from every corner of Thailand and migrant capital from every corner of the world.

In classic Thai fashion, plans for the area envisioned a different scenario. Success was to be gradual, while potential disaster was to be avoided. Heavy government investment would lead the way and private investment would follow a detailed master plan.

But after spending the mid-1980s bickering internally over how to co-ordinate development in the region, the Thai government did what it does best: provide a few key pieces of infrastructure, mix in a load of investment incentives and let the private sector take charge.

Two new ports help attract investors. Map Ta Phut is a deep sea industrial port with facilities for loading dangerous liquids and heavy equipment. Laem Chabang is the country's newest container port, handling 700,000 standard 20-ft equivalent units (TEU) containers this year, compared to 1.5m at Klong Toey in Bangkok, whose river location limits ship size to 1,400 tons. Next year, Laem Chabang's throughput will surpass Klong Toey and construction is under way to increase capacity to 2.25m tons.

New roads and rail links criss-cross the area and link it with Bangkok and the country's populous Issan



Oil refiners and petrochemical producers are centred around the city of Rayong. Photo: Bureau Bangkok

region directly to the north. Mammoth private industrial parks - which provide a way for foreigners to circumvent prohibitions on land ownership but which guarantee electricity, water and waste disposal - dot the landscape. A 2,000-acre high-technology industrial park, Alphatecopolis, has drawn companies such as Texas Instruments and AT&T.

Investors in the region get a host of government tax incentives, depending on the specific province and export mix of production. Generally, such incentives include exemption or reduction of import duties on machinery, seven to eight years of corporate tax exemption and some tax breaks on imported raw materials.

Since 1992, the eastern seaboard's four provinces have attracted \$56.6bn in new investment, creating 356,838 jobs, compared with \$11.7m and 267,357 employees in the four provinces that make up greater Bangkok.

And without any planning, four distinct sub-areas have emerged, moving due north and down the manufacturing production chain. On the coast, centred around the city of Rayong and lured by the terminals at Map Ta Phut and a natural gas pipeline from offshore fields in the Gulf of Thailand, are the oil refiners and petrochemical producers. Thai Petrochemical Industry also plans Thailand's first complex producing steel directly from iron ore.

Above the Rayong area is a host of petrochemical-based plastics plants, cement foundries and steel mills, creating stainless, hot and cold rolled products. These raw materials are building the third area, just emerging, where vehicle manufacturers and their parts suppliers will use the steel and plastic to build cars and trucks.

This pattern is mutually reinforcing. At the 5,910 rai (1 rai = 1,600 sq m) Eastern Seaboard Industrial Estate, owned by Hamaraj Land and Development, Ford purchased 352 rai late last year for a new factory now under construction. A year later Hamaraj has sold 170 additional rai at the estate to Ford's affiliates and direct suppliers. A similar phenomenon is likely to occur with General Motors which recently closed a deal with Hamaraj to buy 300 rai within 500m of Ford's plant.

The area's low population concentration means assembly industries are unlikely to follow in great numbers.

"There is not a lot of labour and the industries around here are capital intensive and pay high wages. Light industries can't compete in the labour market," says Mr Patrot Sompoti, head of the Board of Investment's Eastern Seaboard Office, which is physically bigger than the BOI's head office in Bangkok.

He says the northernmost province of the eastern seaboard, Prachinburi is the place of choice for light industries because it is closer to population centres. Since 1992, the second-most-popular investment site for light industry, after Prachinburi, has been Nakhon Ratchasima, gateway to the Issan region, thus creating a corridor that allows both industrial companies and workers to avoid Bangkok for the first time since Thailand began its modernisation drive.

Yet even without labour-intensive industries, the eastern seaboard's population is expected to double to about 6m people within 15 years. It will be a diverse population of lowly construction workers, skilled manufacturing workers, Thai engineers and managers and expatriate executives and

specialists. The area's ability to handle this influx is still an open question.

What the private sector can provide at a profit will get built and will prosper. Hospitals are sprouting up at breakneck pace; luxury condominiums and manicured golf courses are plentiful; the seedy and overbuilt beachside resort of Pattaya is taking on a new air with marinas and shopping malls. Private schools are barely able to cope with demand.

"The critical mass is coming," says Mr Richard Poulton, the new headmaster of the year-old International School of the Regents. "The entire school list has to be reprinted every Monday we have so many new students," he says, picking his way around a chaos of new construction to show a visitor a room teeming with new computer equipment.

Yet some of the new roads are already congested and although there is sufficient electricity, water and drainage for the entire area, local distribution is still a problem. Worker housing, unless it is provided by employers, is largely makeshift. Thailand's system of no local taxation means that provisions for such items as government schools will have to grind their way through the cumbersome national budget process, where officials are likely to balk at the high cost of acquiring land, the price of which has been driven up sharply by the influx of investment.

Meanwhile, companies say they are storing growing amounts of toxic waste on their factory sites because the area still has no hazardous waste disposal facility. Prospects for the construction of a facility brightened considerably earlier this year when the leader of a group of villagers protesting the plant's proposed location was assassinated.

PROFILE Gen Chavalit Yongchaiyudh, prime minister

# Part of a long tradition

In 1990, Gen Chavalit Yongchaiyudh retired as Thailand's Army commander, set up his New Aspiration party (NAP) and announced that he was going to be a new kind of politician: determined to become prime minister while adhering to "correct principles."

"Politics is a system of administration by money and power," the country's new prime minister said in an important speech, outlining his political views. "I will not make the same mistakes."

These are noted for their short political memory. But they can be excused for forgetting Gen Chavalit's sweeping declaration. Six years on, he has done little to convince Thailand that he is not all about power and money.

Gen Chavalit, the second-most-powerful man in the recently-ousted government of Mr Banharn Silpa-archa and who concurrently held the posts of deputy prime minister and defence minister, twice meddled in the annual promotions of senior military officers - and then protected those officers from parliamentary scrutiny - in a successful attempt to secure his power base in the military.

On the money front, he ignored the country's telecommunications master plan by awarding lucrative contracts to Thailand's existing oligopoly, and he fought for some of his military cronies to get a commercial banking licence despite being ruled ineligible.

Gen Chavalit, 64, says these moves, like many of the things he has done over his long career, were misunderstood.

"The war veterans didn't get a bank. The telecoms master plan is still there," he said in a recent interview.

Support for the bank "was tactical, so you don't have a bad mood from



Chavalit: "To be a purely good guy all the time is very difficult"

somebody else," while awarding more contracts in the telecoms industry, albeit to his business supporters, ultimately resulted in falling rates for consumers.

Gen Chavalit's NAP became Thailand's largest party only by accepting a huge influx of discredited politicians from the Chart Thai party of Mr Banharn, the ousted prime minister.

The NAP was also widely seen to have been a lavish spender in Thailand's most expensive election on record.

"Vote-buying, money politics: it is a very bad thing," Gen Chavalit says.

"But in politics to be a purely good guy all the time is very difficult."

Despite having engaged in electoral tactics similar to those of Mr Banharn, Gen Chavalit is from an entirely different mold. Worldly and with a strong sense of history, he is part of a long tradition of Thai soldier-turned-businessman whose business is politics.

Since entering politics, "Chavalit has grown more and more like the military politicians of the classic style," says Chang Noi, a

cultural and political commentator.

"Chavalit is not just another politician. Nor should he be dismissed as simply an opportunist. He has become the torch-holder for one of the major traditions in Thai political life."

This is a curious role given that the military establishment had long been wary of Gen Chavalit.

A staff officer rather than a field soldier, he was the architect of a successful strategy to end Thailand's communist insurgency in the 1960s by focusing on political rather than military offensives.

As a member of parliament, he opposed the military coup which led to the massacre of scores of demonstrators in 1992.

During elections later that year, Gen Chavalit was labelled an "angel" and joined the Democrat-led government.

He later left that government, blocking democratic reforms that would have subjected local officials to elections.

"Political reform does not mean you have to have more democratic government," he says.

His unease with democracy certainly extends to the international arena, where he has supported Burma's military junta and aided Cambodia's genocidal Khmer Rouge.

Now Chavalit says he will use status as a "brother" and "drinking buddy" of Burmese senior general Than Shwe to push for democratic reforms in Burma.

He has refused his connections with the Khmer Rouge to help facilitate an important defection of the guerrilla forces to the Cambodian government, although Mr Norodom Ranariddh, Cambodia's first prime minister, accuses him of trying to deliver the rebels to his rival, Mr Hun Sen, the second prime minister.

Similar blurring of principles have taken place in the formation of Gen Chavalit's cabinet.

In his election campaign, Gen Chavalit flatly ruled out forming a cabinet whereby seats were allocated according to a quota system.

But when the reality of forming a government faced him, coalition parties were given one cabinet seat for every five MPs they controlled and he was unable to merge the control of economic ministries under one party.

Some say the "angel" tag was inappropriate and have given Gen Chavalit a different label: Khong Baeng, a warlord from the Chinese classic *Romance of the Three Kingdoms* who is known for his subtle yet manipulative tactics.

"Gen Chavalit," says Mr Surin Pitsuwan, opposition MP and former deputy foreign minister, "is everything to everyone who is anybody to him."

Gen Chavalit says: "Everybody in politics is my friend. But now that I am prime minister I can't be a yes-man."

Yet his self-acknowledged "difficulty" in saying no to these friends could eventually be his undoing.

The most important issue of his government, beyond restoring economic stability, will be political reform. Gen Chavalit will have to strip power from some of his friends in favour of the common interest.

If he fails to do this, faith in his government will erode rapidly.

He has predicted as much himself. Back in his 1990 speech, he did say one thing that has stood the test of time. "At present there is talk of a crisis of faith. With talk like this, sooner or later a government will usually come apart."

Ted Bardacke



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## DEVELOPMENTS IN THAILAND

The University of Nottingham is proud of its long standing links with Thailand and welcomes an increasing number of students from Thailand each year onto its courses in all subject areas across its seven faculties.

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This will be the first ever British overseas university to be built anywhere in the world. It will be based at Phitsmulok on a purpose built landscaped campus with some continuing professional courses being taught in Bangkok. The first students will be admitted in October 1998 onto undergraduate and postgraduate programmes in engineering, management and finance.

On her recent state visit to Thailand, Her Majesty Queen Elizabeth II graciously received a presentation of the crest of The British University (Thailand) in silver and gold from Khun Chuni Krairiksh whose family are the principal investors in the project through the Anglo-Euro Syndicate Company Limited.

The University is also proud of its developing links in teaching and research with such prestigious institutions in Thailand as Thammasat University in engineering and Srinakharinwirot University in Physiology and Pharmacology.

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THE UNIVERSITY OF NOTTINGHAM

4 THAILAND

■ **Tourism:** by William Barnes

# Competition gets fierce

The industry will have to adapt to an era of structural change in the market

Across the valley, a garishly coloured bird flies into a gentle mist while somewhere in the jungle a monkey howls and up ahead an albino water buffalo steps carefully down neat rice terraces into a setting sun.

This is Thailand at its most seductive - but at \$200 a night the exotic does not come cheap.

If ever a project was the stuff of dreams in the minds of Thai tourist officials it may be the extraordinary teak structures of the new Chiang Mai Regent.

The hotel, built around designer rice paddies in a private valley, is designed for well-behaved, high-spending foreigners who are happy to drop out for a few days in the northern hills.

It has not wrecked the environment; its visitors do not chase loose women, and the project provides work for a rural population.

The problem for many in the tourist business is that this represents the cream of an increasingly thin trade whose numbers have been propped up by visitors from China and Russia and other emerging markets for Thai holidays.

Thirty minutes away from the Regent, in Chiang Mai itself, Mr Somboon, who runs a guest house near the Ping River, bemoans his bad luck: "We had a little place that was always full - so we bought a bigger place because we thought more and more foreigners would come."

Mr Somboon readily admits he was wrong; the guest house has been empty for a fortnight.

This is a far cry from the mid-1980s when the Thai tourist trade exploded into life as western holidaymakers discovered a fashionably

exotic land at the end of newly-affordable long-haul flights.

The growth was fuelled by a Visit Thailand Year 1987 promotion that boosted arrivals by more than 23 per cent in that year and which became an almost legendary promotion that many have tried to copy. Nearly a decade later, even Burma's military dictatorship has optimistically declared this to be Visit Myanmar Year 1996.

Thailand's problem is that as the millennium approaches, and as Burma's generals will discover, the competition for increasingly choosy tourists is becoming ever more fierce.

At least one of the big hotels in Chiang Mai tries to fill its rooms by offering itself to elderly Britons as a cheap alternative to traditional seaside resorts on the Atlantic.

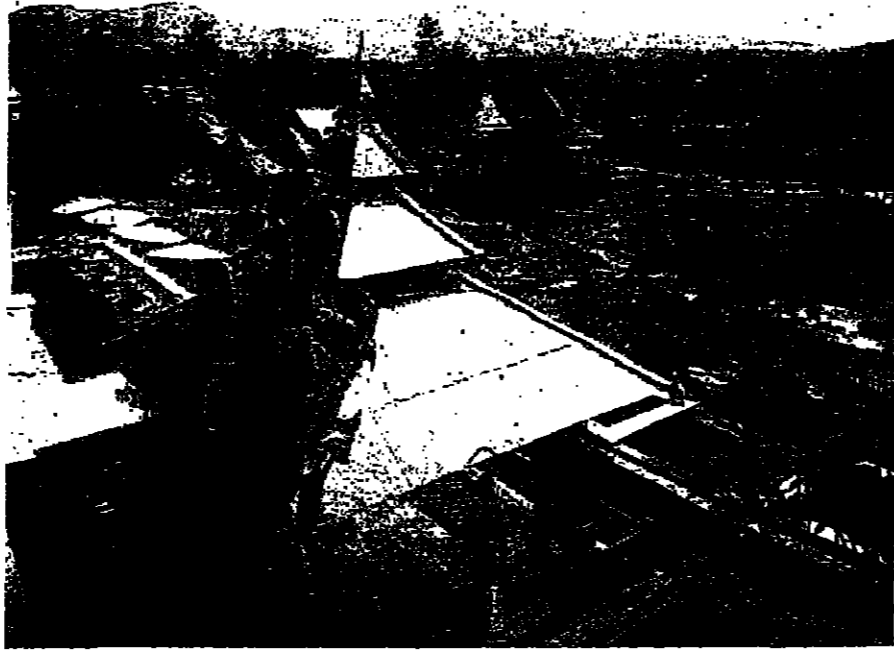
Thailand is not Paris, admits Mr Pradech Phayakvichian, deputy governor for planning and development at the Tourist Association of Thailand (TAT).

"You can go back to Paris every year, but if someone comes here for just a beach and a palm tree, he or she is going to be jaded by his third or fourth trip," he added.

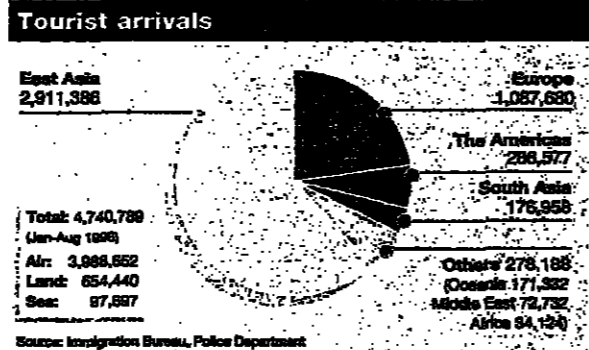
Yet the TAT now eschews the Visit Thailand Year style of promotion as too blunt an instrument to try to capture customers. "It is an outdated concept. We can not consider ourselves a holiday supermarket catering for everybody - we have to be more selective," says Mr Pradech.

When tourism was expanding rapidly, few people worried as developers erected high-rises along beaches and quaint old houses were brushed away in the rush to capture tourist dollars.

"Our society will not tolerate such slash-and-burn development any more. We don't have to be open to everybody - it could do more harm than good," the deputy governor argues.



The new Chiang Mai Regent: designed for well-behaved, high-spending foreigners



The TAT's aim is to try to spread tourists around the country more, encourage more diverse activities such as river rafting and chivvy the industry into taking more care of the environment.

Almost seven million tourists visited Thailand in 1995 - an increase of nearly 12.73 per cent on the previous year. This figure is expected to rise by about 5 per cent this year; the smallest increase in arrivals - except for the years of the Gulf War and domestic political turmoil - for a decade.

Not only is the number of visitors growing at a slower rate than optimistic luxury hotel investors have anticipated, but more and more visitors are arriving from within the region or from eastern Europe and Russia.

These visitors typically prefer to stay in budget hotels and spend their money shopping and eating - which surprisingly means that their total holiday spending is typically more than that of the average western or Japanese tourist.

Most people are too polite to say it, but east European and Asian tourists have enabled a tacky seaside sex resort such as Pattaya to transform itself into something similar to the holiday resorts that sprung up along the Spanish coast 20 years ago, to serve European mass tourism.

Yet this still leaves many big hotels half empty in what have become secondary tourist centres such as Bangkok or Chiang Mai. Mr Pradech is unemphatic: "It is not our fault if

investors made their plans on the assumption that visitor arrivals could keep growing at 20 per cent a year."

He adds that the industry must accept that the market is going through a structural change - that it was not realistic to expect the past decade to repeat itself.

While most people in the business would accept Mr Pradech's comments about the need to channel tourism in positive directions, there is also a suspicion the industry has been losing steam for a number of years.

Mr Pradech still reckons that once the industry has adjusted to a tougher, rather different tourist market, it will catch niche customers - not just wealthy visitors to the Regent's palace in Chiang Mai, but the Korean honeymoon market, Yunnan Chinese and even the Vietnamese nouveau riche.

Thailand also expects to reap the benefits of being next to Ingochina and Burma - the frontier of southeast Asia - and hopes to be able to siphon off some of the visitors attracted to the Olympic Games in Sydney in 2000.

But the TAT's deputy governor insists: "This is not just a numbers game - this is also about doing something that will help our society."

■ **Urban Thai Buddhism:** by Ted Bardacke

# Numerous new sects

Some seeds of reformation are emerging even as tradition is breaking down

It is impossible to go anywhere in Bangkok without running into Buddhism.

Temples are scattered in every nook and cranny of the city and monks clad in saffron robes dominate the streets at dawn, receiving alms from the faithful. Later in the day these same monks offer marriage counselling, hospice care, astrological advice and the promise of success when opening a new business or moving to a new house.

Buddha images sit prominently in the darkest, drug-peddling nightclub and hang from a gold chain around the neck of the sleaziest brothel owner.

Amid all the talk of economic crisis, political instability and social upheaval, Buddhism is a comfort to many. Along with the monarchy, it ensures social harmony and enforces a fair moral code by acting as the dominant cultural force unifying the Thai people.

Or does it? A Sunday visit to one of the country's largest places of worship, the sprawling Dhammakaya Temple on the outskirts of Bangkok, shakes one's faith in this classic stereotype of an egalitarian religion that has no orthodoxy and preaches the suppression of individual desire.

In a scene reminiscent of a summer-time open-air Protestant revival meeting, scores of young people dressed in all-white clothing sit at the feet of monks who teach a gospel of monetary success as an integral part of spiritual well-being and closeness to the Buddha.

Other followers line up, credit cards in hand, to make donations, recorded on computer and which help Dhammakaya to expand its congregation internationally. For those who prefer to buy their merit in another way, temple-owned shops sell offerings of robes and saffron-coloured plastic

buckets crammed with canned food and other items. Dhammakaya is just one of a number of burgeoning religious cults in Bangkok, filling a spiritual need for the growing urban middle class. Traditional Thai Buddhism - with its emphasis on harmony with nature and well-being in future lives - may have been ideal for a rural society ruled by a benevolent and absolute monarch. But for urban Thais, fully embracing technological modernity and striving for success in this life, the old ways hold little relevance.

As a result, the urban spiritual marketplace has seen an explosion of new offerings. There are ultra-conservative and moralistic sects, such as Santi Asoke, whose followers have become prominent politicians. A resurgence of Chinese spiritism alternately teaches compassion, hope and thriftiness. There is even a cult which worships King Rama V, arriving at his statue every Tuesday (the day of his birthday) to offer whisky and cigars and ask for economic success and political reform.

These sects provide religious guidance but are slowly eroding the social unity enforced by mainstream Buddhism, itself overwhelmed by people offering large sums of money in an attempt to offset the bad karma earned by competitive business practices. "They're not Buddhism," says Mr Suwan Khasanana, a young insurance administrator, referring to the new materialist sects. Early next year he will return to his home town in southern Thailand to follow the Thai tradition of temporarily becoming a monk before he turns the age of 25.

He works for a US company and therefore will remain in the temple only for seven days - Thai companies usually give the three months off for the practice - and he says his main motivation in becoming a monk is to honour his parents and make them happy.

But as an urban Thai, Mr Suwan has trouble identifying what Buddhism is. For him and his university-educated friends who rarely set foot inside a temple and claim they do not have time to meditate, Buddhism is mostly about tradition.

"The difference between someone who is religious and someone who is not depends on whether they go to the temple and attend ceremonies. But if you don't go it doesn't mean you are not Buddhist," he says.

This confusion, a main reason for the popularity of new sects, is a result of "the Sangha (the state-sanctioned order of monks) being left behind by the rapid changes in society, the breakdown of the family, the move towards individualism," says Ms Suwantha Satha-Anand, Professor of Religious Philosophy at Chulalongkorn University.

All the books a monk needs to study to be accepted into the Sangha, Ms Suwantha says, were written, edited or supervised by one person more than 80 years ago. Ninety-eight per cent of monks in Bangkok are from rural areas and are thus unable to relate to the spiritual and moral dilemmas posed by modernisation.

Urban middle class scepticism of monks has been reinforced by their involvement in scandals concerning sex, money and violence.

Within all this breakdown of tradition, there are some seeds of a Buddhist reformation. Meditation by lay people, used to counteract the stress of everyday life, is becoming more popular and is particularly suited to the individualist notions of personal choice gaining strength within urban Thailand.

Blindly following the advice given by one of the new sects or charismatic monks is "a harmless bit of cheap psychology," says Mr Sulak Sivaraksa, a Buddhist social critic. "It is an antidote but it doesn't kill the disease" of spiritual emptiness.

On the other hand, meditation is a personal and individual act. "In Buddhism you have to do it yourself," Mr Sulak says.

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Steel by Stefan Wagstyl

# Rising above the glut

**Manufacturers are concentrating on high quality and specialised products**

The Japanese steel industry is running hard to stand still in the face of ever-increasing international competition.

Even though Japan remains the world's largest steel producer and maker of more high-grade products than any other country, Japanese steelmakers are having to fight to make money.

The end of the boom of the 1980s plunged the industry, including the five biggest makers, into the red in the early 1990s. Nippon Steel, the largest group, scraped into the black in the year to March 1996, but it was not until 1995-96 that NKK, Kawasaki Steel, Kobe Steel, and Sumitomo Metal Industries returned to profit.

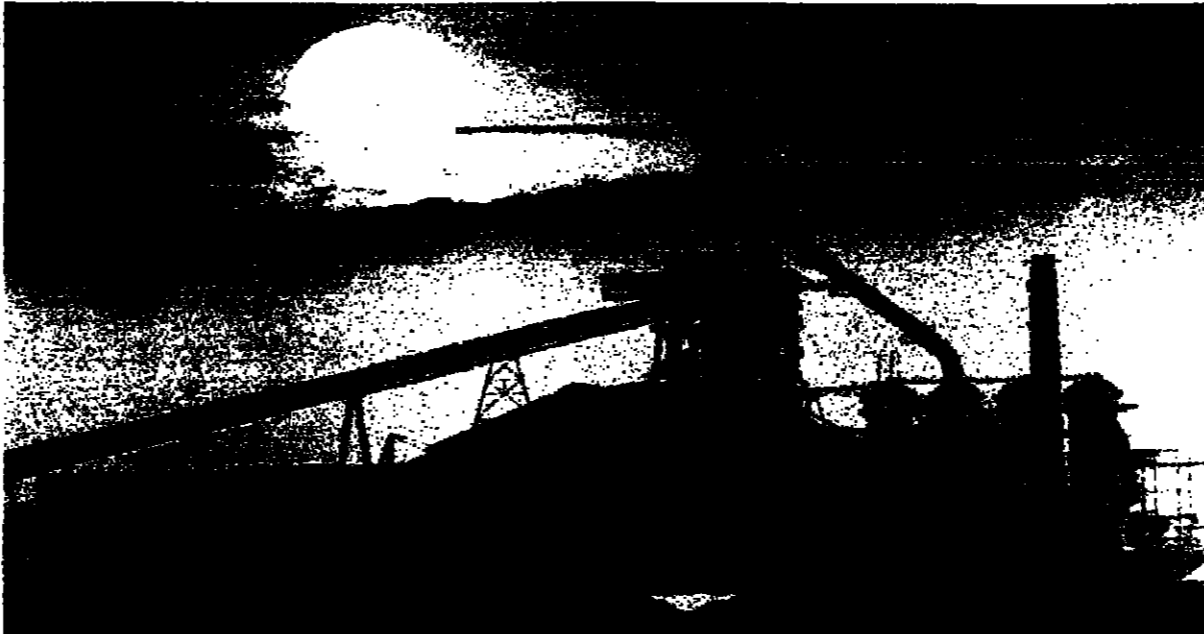
In the current year, all five companies are expected to see a further slight improvement in profits, but have warned that the recovery is very gradual. As Nippon Steel says: "It would be wrong to be too optimistic."

Japanese companies are weathering the current downturn in prices, which started last year, better than their main European and North American rivals.

They benefit from the fact that east Asia's fast-growing economies are consuming more steel than they can produce. But east Asian markets are open to non-Asian suppliers - so the world's excess steelmaking capacity exerts the same downward pressure on prices as elsewhere. Mr Hideji Muramatsu, the deputy director of the iron and steel division at the Ministry of International Trade and Industry, says: "There is a glut of capacity in the world."

The Japanese steelmakers have been under pressure for a long time. Crude steel output peaked as long ago as 1974 at 117m tonnes, when exports were running at over 30m tonnes a year. To their credit, the producers have maintained annual production at about 100m tonnes and exports at above 20m tonnes by ferocious attention to costs and quality. Production this year is expected to be about 98m tonnes and exports 20m tonnes, slightly lower than last year, with a further decline expected in 1997.

The market has been particularly tough for the big five integrated producers because of the growth of minimills, which make low-cost steel from recycled scrap. Their share of output has grown to about 30 per cent in the last 20 years.



Nippon Steel's Kimitsu works: pressure on Japanese companies is increasing, particularly in export markets

With South Korea still a net importer of steel, MITI does not expect Japanese production to slip much further in the rest of the decade. But with Posco, the dominant Korean producer, set to overtake Nippon Steel as the world's biggest steelmaker in 1998 when it brings a big new integrated works on stream, the pressure on Japanese companies will increase, particularly in export markets. Imports into Japan, which hit a record 11.7m tonnes last year, are set to grow.

Mr Muramatsu at MITI expects that output will continue to fall slowly, perhaps to 92m-93m tonnes a year in 10 years' time. Mr Hirofumi Toda, managing director of

the Japan Iron and Steel Federation, says that international agreements on cutting carbon dioxide emissions, which come into force next year, will place additional cost burdens on producers everywhere. He believes the standards will be applied more rigorously in Japan than in developing countries including China, so making it more difficult for Japanese groups to compete internationally.

Thanks to cost control, particularly cuts in production workers, Japanese companies claim their production costs are lower than those of European and American companies and compare well with Korea's. But they run with considera-

bly higher costs for head office and downstream operations.

Total employment has fallen since the 1970s, including a sharp reduction in the 1990s, from 190,000 in 1991 to 168,000 last year.

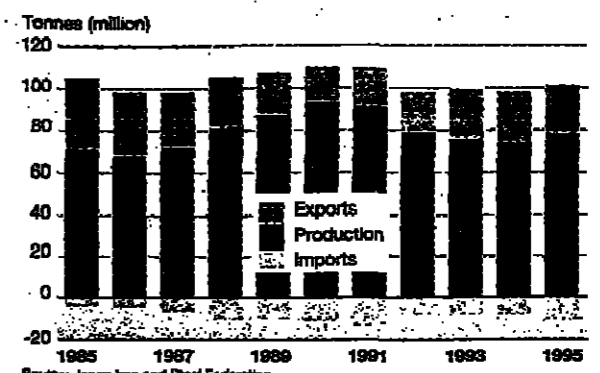
Further reductions are planned, but the scope is increasingly limited because redundancies are not an option. The jobs shed so far have gone through natural wastage, early retirement and transfer to non-steel subsidiaries and affiliates. In the 1980s, the big companies committed themselves to diversification and moved staff confidently into new activities. Nippon Steel led the way investing in semiconductor manufacture, per-

sonal computers and a spectacular leisure centre in Kyushu called Spaceworld. But many of the diversifications failed to generate the expected results.

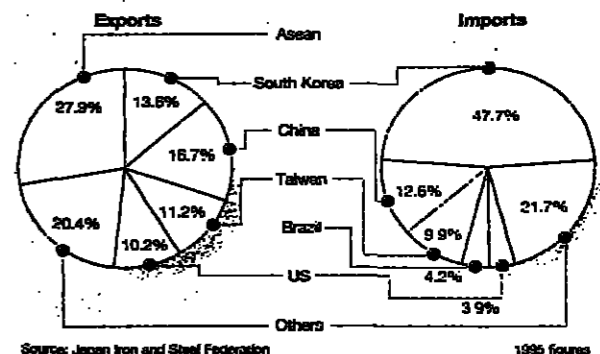
So companies are redirecting their energies to steel. As Mr Muramatsu says, the new watchword is "back to basics". The emphasis is on making high quality steel, which Japan produces in bigger ranges and at lower cost than its competitors. The companies are also trying to make more of their specialised skills - Sumitomo Metal in steel pipes, for example, and Kobe Steel in engineering steels.

Mr Toda says that in this way, Japanese companies can compete in international

Crude steel



Iron and steel trade



Source: Japan Iron and Steel Federation

markets "for a long time to come". He also thinks that they will benefit from the recent decline in the yen and from a falling interest burden. With little new capital investment to fund, the main producers are generating cash and repaying debt - unlike Korean companies. So, their financing costs are decreasing. These developments will help the producers continue to carry the costs of their expensive Jap-

anese office staff. In theory, if the producers generate enough cash, and continue to refrain from big capital investments or a new round of diversification, they should have money to return to shareholders in the form of dividends or share buy-backs. Mr Stephen Wolfe, steel analyst at UBS, the Swiss bank, in Tokyo, says this would be logical but unlikely. "Japanese culture is not ready for that."

Research & development by Stefan Wagstyl

# Struggle to close the innovation gap

**There is concern that Japan will be left behind unless it invests more in research**

Japan is struggling to finance its ambitions to match the west in technological research and development.

The government this year pledged to double public spending on R&D to ¥17,000bn in five years. But it is by no means clear that the finance ministry will agree to pay for such an increase at a time when the budget is under great pressure.

Also, the government's promise to boost public R&D spending coincides with a tough squeeze in corporate R&D triggered by the recession of the early 1990s.

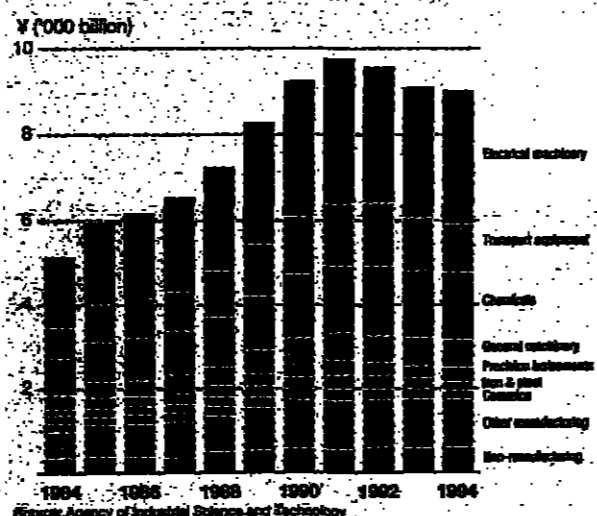
While companies in high-technology industries regard R&D as an essential element of their future prosperity, they have become much more careful about how they spend their funds. The prestige state-of-the-art laboratory buildings of the 1980s are out. So is simultaneous pursuit of scores of projects. Instead, companies are trying to target spending more closely on areas where they feel they can secure the most commercial benefit.

For example, at Toshiba, the electrical combine, the central R&D research staff has been cut from 2200 to 1500. Dr Akinobu Kasami, senior vice president for technology, says: "In order to focus research resources on high-potential areas, we are more selective in our choice of research projects."

Japan's R&D spending as a percentage of GDP is - at 2.8 per cent - somewhat higher than the US or Germany's.

But the Japanese figure includes a much bigger proportion of commercial development work, much of which is done on the factory floor and not included as research spending in western countries. Japan spends considerably less than its major competitors on basic research. The government's share in R&D spending is only 21 per cent in Japan compared with 36 per cent in the US and 37 per cent in

R&D expenditures of private companies



Toshiba's Digital Video Disc player: the company is focusing research on high potential areas

Germany, according to the Science and Technology Agency. Since governments tend to make the largest contribution to long-term basic research, the low share of government spending in Japan indicates that spending on basic research is also low.

Moreover, it is not just a question of money. The government's white paper on science and technology, which proposed doubling public R&D spending, also put forward a string of reforms. Too much of Japanese public sector R&D is in the hands of university departments in which innovation is stifled by excessive bureaucracy, inflexibility and extreme regard to promotion by seniority.

As Mr Hiroshi Iwano, deputy director of the technology research and information division of the Ministry of International Trade and Industry, says: "We need more flexibility about appointments. And more accurate evaluation. We are not good at evaluating people in Japan."

The government first started considering the

issues 10 years ago, but Japan's rapid growth in the 1980s took away any sense of urgency. It seemed only a matter of time before Japan, principally through its high-spending companies, would close the innovation gap with the west.

But the recession has dashed these hopes and given a new sense of urgency to R&D reform. Today government officials are seriously concerned Japan will be left behind in international economic competition unless it invests more in research.

A Science and Technology Agency survey this year found Japan lagged behind the US and Europe in key technologies - including life sciences, materials, oceanography, telecommunications and electronics.

Some Japanese efforts are already bearing fruit. In superconductors, for example, Japan has tried to keep up with western advances at a national laboratory for superconductors, which was founded in 1988, and now has 150 researchers. Professor Shoji Tanaka, the director and the doyen of Japanese physicists, says developing superconductors is a long-term investment since the first commercial products might not emerge until 2005-10. He says Japan's main shortcoming in the field in comparison with the US is in its failure to generate many venture capital companies. "We miss this important potential source of innovation."

At MITI, Mr Iwano believes raising the standard of Japanese research will take a long time. "But if we don't do it we cannot expect to have a bright future."

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VI  
6 JAPANESE INDUSTRY

PROFILE Industry leaders by Stefan Wagstyl

# Routes to the top

While traditional corporate structures are still strong, some entrepreneurs have found ways to bypass the system

**Shoichiro Toyoda**  
Mr Shoichiro Toyoda, the chairman of Toyota Motor and of Keidanren, the business leaders' organisation, rarely lets his emotions show.

He likes to answer interview questions with the help of written answers, giving little away in small talk, let alone jokes.

Yet, it would be wrong to assume that the 71-year-old Mr Toyoda has risen to the top of Japanese corporate life merely because he was born into the family which founded Japan's biggest motor company. Mr Toyoda has the shrewd and careful air of the professional engineer. He has a doctorate to his name and a PhD thesis on fuel injection. He might have spent his time at Toyota on undemanding postings, but instead worked hard in the bowels of the business, in quality control and factory management. In 1980, he won the Deming Prize, Japan's highest accolade for quality management.

While he is not one for leading from the front in developing a role for Japanese business in the 21st century, Mr Toyoda has a commanding grasp of challenges the country faces. The Japanese, he says, must not be complacent. The country needs further economic deregulation. "We have to reform and cut our high costs if we are to compete in the future."

Mr Toyoda believes that Mr Ryutaro Hashimoto, the prime minister, is serious in his commitments to further economic liberalisation.

Japanese companies should become more global, according to Mr Toyoda. It is necessary for companies both to compete and co-operate in international markets.

"I want Japanese business to be more outward-looking," he says.

**Hideo Sawada**  
If anyone has shown that it is possible for one man to get the better of the combined forces of the Japanese business establishment it is Mr Hideo Sawada.

Mr Sawada, the 44-year-old president of HIS, the country's largest discount travel agent, has just launched the first new independent airline in Japan, challenging the might of Japan Air Lines, Japan Air System and All Nippon Airways.

He is cutting fares in half on the busy Tokyo-Sapporo route as a first step towards bringing full competition to the domestic air market.

"I think it is possible to reduce fares, and so we decided to take up the challenge. Somebody has to, or else nothing will change," Mr Sawada told the FT when he announced his plans this autumn.

If Mr Sawada's career is any guide, he has every chance of success. As a student in the 1970s, he spent three years in Germany, where he looked for a chance to make some money. He hit upon the idea of arranging tours to the night spots of Frankfurt for visiting Japanese businessmen - charging the visitors a fee and taking commission from the restaurants and bars they frequented.

When he returned to Japan he went into the discount travel business, introducing the country to cut-price air travel.

In his first few months, his business almost failed but word of Mr Sawada's cheap tickets spread among students and his commercial future was secured. Much to the chagrin of established operators, Mr Sawada helped reduce the big differences between ticket prices in Japan and elsewhere.

He says: "We took up the challenge and now international air fares have come down tremendously."

**Jiro Nemoto**

Mr Jiro Nemoto has one of the best known faces in corporate Japan.

As chairman of Nikkeiren, the employers' organisation which takes the lead in annual spring pay talks with trade unions, Mr Nemoto is constantly on television during the negotiating season. In this year's ritual, he attracted more attention than some of his predecessors by proposing a wage freeze.

Mr Nemoto, a sparkling man with a clever turn of phrase, argued that curbs were necessary to lift Japan out of recession, create jobs and boost the country's international competitiveness. He is likely to repeat the message when next year's pay talks begin in a few weeks' time.

A graduate of Tokyo University's law department, the top school of the Japanese elite, Mr Nemoto has spent most of his career in the shipping industry, rising through the ranks of the NYK line. He became the company's president in 1989 and chairman last year, when he also took the top job at Nikkeiren.

Thanks to his experience in shipping, Mr Nemoto developed an internationalist outlook long before it became fashionable among Japan's business leaders. He talks fluently about the need for deregulation in Japan, arguing that the country can learn from the example of the US. But he feels the pursuit of free markets should be tempered with caution since the most extreme options - such as mass redundancies - would not be desirable in Japan.

He said in an interview this year that Japan had to become more market-oriented. But he added: "It was easy for US managers, because they had share options and golden parachutes. But were the people actually working for them better off... Today their society is not healthy. We do not want to follow such a way."



Jiro Nemoto, chairman of Nikkeiren, the employers' organisation, argues that wage restraint is necessary to lift Japan out of recession



Shoichiro Toyoda (left), Taizo Nishimuro (centre) and Masayoshi Son

**Taizo Nishimuro**

Mr Taizo Nishimuro's appointment this summer as the president of Toshiba, the electrical engineering group, surprised even some of his close colleagues at the company.

His appointment broke with tradition in three ways. First, he had spent 14 years overseas, a long time in a country where head office jobs are regarded as the best

way to the top. Next, 60-year-old Mr Nishimuro leap-frogged nine other executives to secure the job, a big change in a culture where seniority matters. Finally, Mr Nishimuro is an electronics expert in a company which until now has always been headed by executives from Toshiba's heavy engineering division.

He joked after his appointment that he was the first president to have needed lessons on how electricity was

generated. The sprightly Mr Nishimuro does 120 press-ups a day and speaks fluent English, learnt during his postings in the US. His expertise is in consumer electronics, semiconductors and personal computers.

He brought his energy, his international outlook and his technical knowledge to bear this year in bringing to a successful conclusion the talks between electronics makers over a common stan-

dard for digital video discs. The experience earned him the nickname of Mr DVD.

Mr Nishimuro, an economics graduate from Keio University, an elite private college in Tokyo, first travelled abroad as a student when he spent a few months in Canada.

The slang he learnt working in a lumber yard in Vancouver later served him in good stead selling Toshiba televisions in the US.

Electronics analysts believe Mr Nishimuro has his work cut out at Toshiba, which sometimes has a reputation for being less sharp than some of its rivals, despite its technological prowess.

Mr Nishimuro's motto may come in handy: it's never too late to learn.

**Masayoshi Son**

Mr Masayoshi Son, the president of Softbank, Japan's largest software distributor, is seen by his admirers as the Bill Gates of Japan. If anything, his life is even more remarkable than that of the Microsoft founder.

Mr Son was born in 1957 in a shanty town in southern Japan to ethnic Koreans who kept chickens and pigs for living.

As a teenager he emigrated to the US to learn English and later to gain a degree in business studies at the University of California.

His first business was importing video games from Japan, while still a student. Then he developed a pocket electronic translator which he sold to Sharp, the Japanese electronics group.

Returning to Japan in 1979, Mr Son invested in software distribution because he believed it would be a high-growth industry. After a couple of false starts, Softbank blossomed into a distributor with 15,000 outlets.

After floating Softbank on the over-the-counter market in 1994, Mr Son embarked on ambitious acquisitions and diversifications. In the US, he paid \$180m for Ziff-Davis Publishing, the world's largest publisher of computer magazines. Softbank has also bought a 36 per cent stake in Yahoo!, which supplies a well-known Internet search engine.

In Japan, Softbank this year announced a partnership with Mr Rupert Murdoch's News Corporation for a digital multi-channel satellite TV service in Japan and jointly bought a 21.4 per cent stake in Asahi National Broadcasting, one of Japan's leading TV broadcasters.

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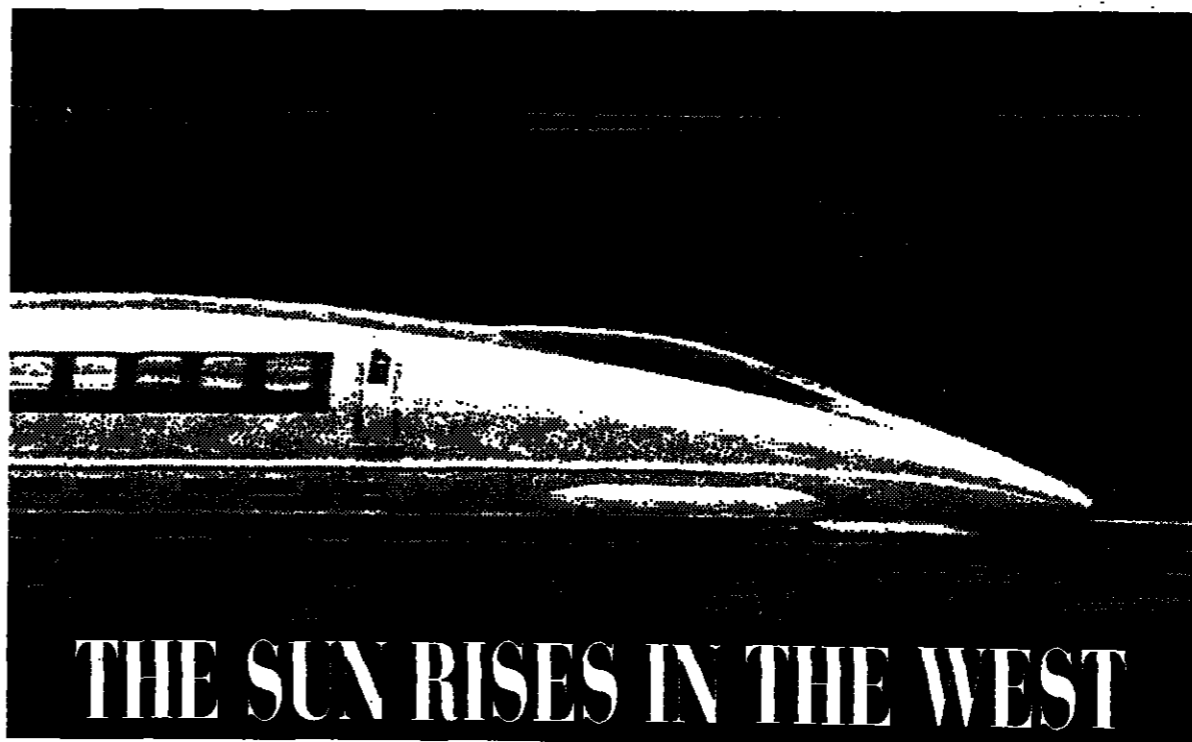
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Offshore Funds and Insurances

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 177) 873 4978 for more details.

LUXEMBOURG (SIB RECOGNISED)

Main table containing fund names, ISIN numbers, and performance data. Includes sub-sections for Luxembourg (SIB RECOGNISED), Offshore Funds and Insurances, and Luxembourg (REGULATED).

OFFSHORE INSURANCES

Table listing offshore insurance companies and their financial details, including AXA, Allianz, and others.

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FT MANAGED FUNDS SERVICE

Offshore Insurances and Other Funds

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 673 4578 for more details.

Main table containing fund names, prices, and performance metrics. Includes sub-sections for 'Other Offshore Funds' and 'Managed Funds Service'.

Mikimoto advertisement featuring a pearl necklace and text: 'A HIGHLY DISTINCTIVE AND ELEGANTLY DESIGNED PAIR OF CULTURED PEARL BROOCHES SET IN 18CT. GOLD.' Address: 79 New Bond Street, London W1Y 9PD.

MANAGED FUNDS NOTES: This section provides detailed information regarding fund management, including performance metrics, risk factors, and contact details for the service.



INVESTMENT TRUSTS - Cont.

Table listing investment trusts such as FT Investment Trust, FT European Fund, etc.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts including Phoenix Divers, etc.

INVESTMENT COMPANIES

Table listing investment companies like Anglo Dutch, etc.

LEISURE & HOTELS

Table listing leisure and hotel companies like Holiday Inn, etc.

LIFE ASSURANCE - Cont.

Table listing life assurance companies.

MEDIA

Table listing media companies like BBC, etc.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies.

OIL, INTEGRATED

Table listing integrated oil companies.

OTHER FINANCIAL

Table listing other financial companies.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies.

PAPER, PACKAGING & PRINTING - Cont.

Table listing paper, packaging, and printing companies.

PHARMACEUTICALS

Table listing pharmaceutical companies.

PROPERTY

Table listing property companies.

RETAILERS, GENERAL

Table listing general retailers.

PROPERTY - Cont.

Table listing property companies.

RETAILERS, FOOD

Table listing food retailers.

RETAILERS, GENERAL

Table listing general retailers.

PHARMACEUTICALS

Table listing pharmaceutical companies.

PROPERTY

Table listing property companies.

RETAILERS, GENERAL

Table listing general retailers.

SUPPORT SERVICES - Cont.

Table listing support services companies.

TELECOMMUNICATIONS

Table listing telecommunications companies.

TEXTILES & APPAREL - Cont.

Table listing textiles and apparel companies.

TOBACCO

Table listing tobacco companies.

TRANSPORT

Table listing transport companies.

WATER

Table listing water companies.

AIM

Table listing companies on the Alternative Investment Market (AIM).

AIM - Cont.

Table listing companies on AIM.

AMERICANS

Table listing American companies.

CANADIANS

Table listing Canadian companies.

SOUTH AFRICANS

Table listing South African companies.

GUIDE TO LONDON SHARE SERVICE

Guide to the London Share Service, including information on prices, reports, and services.

Advertisement for Watches of Switzerland, featuring the text 'Visit our new site Now trading 24 hours a day'.

LONDON STOCK EXCHANGE

Gilt auction and Wall St fall hits stocks

MARKETS REPORT

By Steve Thompson, UK Stock Market Editor

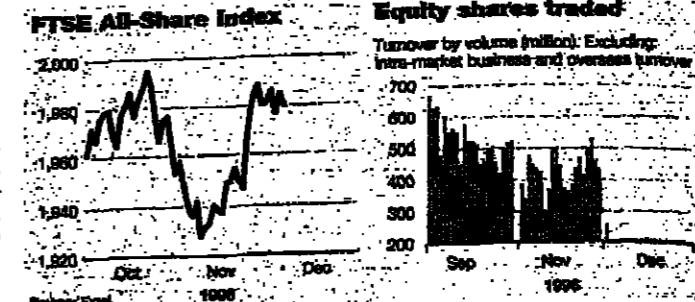
UK stocks took a double hit yesterday, wounded by Wall Street's biggest daily decline since July...

index showed a 16.3 loss at 4,045.2. There was more resilience in the second liners, where the FTSE 250 index posted a modest 5.7 decline at 4,421.9.

Even more impressive was the performance of the FTSE Small-Cap index, which managed a minor improvement, closing 1.5 firmer at 2,182.8.

The Dow Jones Industrial Average gave up nearly 80 points on Tuesday, losing touch with the 6,500 level. The downward trend continued yesterday when the Dow was off over 30 points during its morning session.

Turnover at 9.2m reached 750.2m shares. Customer business on Tuesday, £265.9m, was the fourth consecutive figure below the 1bn mark.



Indices and ratios (Dec 3- Dec 4 unavailable) table with columns for FTSE 100, FTSE 250, FTSE 500, FTSE All-Share, FTSE All-Share yield, FT 30, FTSE Non-Fin p/e, FTSE 100 Fut Dec, 10 yr Gilt yield, Long gvt/equity yld ratio.

Best performing sectors and Worst performing sectors table with columns for Sector, Change, and Sector, Change.

FUTURES AND OPTIONS

Table of futures and options prices for FTSE 100, FTSE 250, FTSE 500, and EURO STYLE FTSE 100 INDEX OPTION.

LONDON RECENT ISSUES: EQUITIES

Table of London recent issues including company names, issue size, price, and yield.

FT GOLD MINES INDEX

Table of FT Gold Mines Index performance metrics.

FTSE Actuaries Share Indices

Table of FTSE Actuaries Share Indices for various sectors like MINERAL EXTRACTION, CHEMICALS, etc.

Hourly movements

Table showing hourly movements for FTSE 100, FTSE 250, and FTSE 500.

FTSE 350 Industry baskets

Table of FTSE 350 Industry baskets including sectors like Big & Creston, Pharmaceuticals, Water, etc.

Lloyds hits new record

By Peter John and Joel Kibazo

Lloyds TSB shone in early trading when two brokers, currently enthusiastic about prospects, took an even more positive view on future profits.

HSBC James Capel had been at the top of the range of brokers' forecasts with a current year estimate of £2.95bn and a 1997 prediction of £2.91bn.

Also, NatWest Securities moved to the top of the tree with a new current year figure of £2.502m against £2.386m last time, and £2.92m for 1997 against £2.765m.

Tuesday, sought to recover the position. Industrial controls and appliances group Siebe topped the list of the day's best Footsie performers following a broker's recommendation.

The shares jumped 19 to 96p, as BZW reiterated its stance on the stock, in the wake of robust figures from Siebe earlier this week.

ICI holds a market share of around 12 per cent of the world titanium dioxide market and analysts said price increases, if they stick, should help restore operating margins at the Florida unit, which have fallen sharply in 1996.

Chemicals group Albright & Wilson fell 6% to 186p as brokers factored in a reduction in operating profits of between 6 and 8 per cent, following news that its Mexican joint venture had lost a big client.

British Aerospace was unloved and the shares relinquished 28p at 1121p, after news the French government had suspended the sale of Thomson after the privatisation commission rejected its choice of Lagarde as a junior partner in the Lagardere bid.

Racal Electronics continued to recover from Monday's slide and the shares gained another 7 to 243p, with Henderson Crosswhite having joined the band of brokers that are now positive on the stock following a late afternoon presentation.

Media conglomerate Pearson dropped 13% to 715p after Mr Fraser Barlow, the managing director, sold 30,000 shares. Pearson, which owns the Financial Times, said Mr Barlow was left with 38,750 shares.

Maiden, the outdoor advertising poster site company, fell 28 to 266p as UBS crossed 800,000 shares at 263p a share. UBS also crossed 180,000 shares in More, another outdoor advertiser, and lowered its full-year forecast from 59.5m to 57.5m. The shares fell 9 to 621p.

Chemicals group Albright & Wilson fell 6% to 186p as brokers factored in a reduction in operating profits of between 6 and 8 per cent, following news that its Mexican joint venture had lost a big client.

by the company. Mr Brian Newman at Henderson Crosswhite says the shares "have been oversold and we are now likely to see a strong recovery".

Among retailing stocks, buying from two institutions and renewed bid talk helped make House of Fraser the best performing stock in the FTSE 250 index. The shares gained 8 to 174p.

The price of gold, which hit a three-year low on Tuesday, combined with the declaration of December copper options to push BTZ 9 lower to 978p.

FT 30 INDEX

Table of FT 30 Index performance metrics.

SEAO bargains

Table of SEAO bargains performance metrics.

London market data

Table of London market data including FTSE AIM, FTSE International, and Liffe Equity options.

THE DAVID THOMAS PRIZE

David Thomas was a Financial Times journalist killed on assignment in Kuwait in April 1991. Before joining the FT he had worked for, among others, the Trades Union Congress.

His life was characterised by original and radical thinking coupled with a search for new subjects and orthodoxies to challenge, particularly in the fields of industrial policy, third world development and the environment.

In his memory a prize has been established to provide an annual study/travel grant to enable the recipient to take a career break.

In this, the sixth year of the prize, the theme is: "Home Truths from Abroad": A policy idea from outside the UK for the next British Prime Minister. The 1997 prize will be worth not less than £3,000.

Applicants, aged over 21, of any nationality, should submit a typed entry of up to 800 words in English, together with a brief c.v. and a proposal outlining how the award would be used to explore the theme further.

The award winner will be required to write a 1500 to 2000 word essay at the end of the study period. The essay will be considered for publication in the FT.

CLOSING DATE JANUARY 5 1997

APPLICATIONS TO: ROBIN PAULEY, MANAGING EDITOR THE FINANCIAL TIMES (Dept DTP) NUMBER ONE SOUTHWARK BRIDGE LONDON SE1 9HL

THE UK Series

Table of The UK Series performance metrics.

Hourly movements

Table showing hourly movements for FTSE 100, FTSE 250, and FTSE 500.

FTSE 350 Industry baskets

Table of FTSE 350 Industry baskets including sectors like Big & Creston, Pharmaceuticals, Water, etc.

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FTSE 350 Industry baskets

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For further information on the FTSE Actuaries Share Indices please contact FTSE International on 0171 446 1810. The FTSE Actuaries Share Indices are calculated in accordance with a standard set of ground rules established by FTSE International in conjunction with the Faculty of Actuaries and the Institute of Actuaries.

FTSE INTERNATIONAL

FTSE INTERNATIONAL

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Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

Table of stock market data for Europe, including sections for Austria, Belgium, Germany, France, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Switzerland, and the UK. Each section lists various stock indices and their performance.

Rockwell Automation is leading technological innovation with more than 500,000 products for a broad spectrum of industries. Includes the Rockwell logo.

Table of stock market data for Asia, including sections for Australia, Hong Kong, India, Japan, Korea, Malaysia, New Zealand, Singapore, South Korea, Taiwan, Thailand, and the Philippines.

Table of stock market data for Africa, Latin America, and the Middle East, including sections for South Africa, Brazil, Chile, Colombia, Mexico, Peru, and others.

Table of stock market data for the Pacific region, including sections for Canada, China, and other regional markets.

Table of stock market data for the Pacific region, including sections for Indonesia, Korea, Malaysia, New Zealand, Singapore, South Korea, Taiwan, Thailand, and the Philippines.

Table of US Indices, including Dow Jones, S&P 500, and other major US market indicators.

Table of US Indices, including Dow Jones, S&P 500, and other major US market indicators, along with a section for North America.

Small print text at the bottom of the page providing publication details and legal disclaimers.

NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sub-sections for 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

Advertisement for Hewlett-Packard with the text 'Reach for it. If the business decisions are yours, the computer system should be ours.' and the HP logo.

Handwritten text 'LAWRENCE' at the bottom center of the page.

Continued on next page

4 pm close December 4

NYSE PRICES

Table of NYSE stock prices including columns for stock name, price, change, and volume. Includes sub-sections for AMEX PRICES and FT Free Annual Reports Service.

NASDAQ NATIONAL MARKET

4 pm close December 4

Table of NASDAQ National Market stock prices, organized into columns for various stock categories and their respective prices and changes.

Advertisement for 'Norway' featuring the text 'Have your FT hand delivered in Norway.' and 'Gain the edge over your competitors by having the Financial Times delivered to your home or office every working day.'

Dow slips further at mid-session

AMERICAS

US shares yesterday continued the weakness seen late in Tuesday's session as bonds slipped and investors continued to take some profits as the end of the year approaches, writes Lisa Brannan in New York.

The index was pushed lower by steep falls among communication and transport shares. Aided by a modestly healthier bullion price, the golds index staged a 2.3 per cent recovery.

SAO PAULO showed little change at mid-session with the Bovespa up a modest 69 at 88,437. After Tuesday's sharp rise for equities, sentiment was reined in by the news of a delay to the flotation of Companhia Vale do Rio Doce, the state mining group.

EUROPE

News that the Lagardere takeover of the Thomson group had been vetoed sent PARIS juddering lower, pushing the CAC 40 index down by 40.46 or 1.7 per cent to 2,308.65.

AMSTERDAM fell back in line with leading bourses, with the AEX index closing off 5.66 at 630.81.

FTSE Actuaries Share Indices

Table with columns: Dec 4, Dec 3, Nov 29, Nov 28, Nov 27. Rows: FTSE Actuaries 100, FTSE Actuaries 200.

Surveillances profited from the firming dollar, adding SFY15 at SFY3.055. Among second tier shares, Elma Electronics, a former Sulzer business, jumped to SF296 as the shares made their debut, compared with the IPO price of SFY275.

Bounce in bullion helps S Africa

A scramble by investors back into gold shares allowed the overall index in Johannesburg to rise higher in spite of another depressing session for industrial stocks.

Gold shares bounced strongly on the recovery for the bullion price. The index gained 24.1 to 1,516.5 and offset a 23.1 decline to 7,968.6 for industrial stocks.

Dealers said that the move back into gold shares after the recent sell-off came close to a stampede. Vaul Reef's jumped R9.25 to R320 and Loraine 50 cents to R14.50.

Foreign exodus worries hurt Bangkok

Fears of a major foreign exodus, as overseas funds left a wave of selling, led BANGKOK at a 40 month low.

The Nikkei 225 average closed 89.26 higher at 20,659.91 after trading between 20,524.98 and 20,877.08, as profit taking in recent big winners gave way to bargain-hunting by pension funds, and renewed purchases of blue chips such as Sony and TDK by foreign investors.

credit rating agency, to downgrade its senior secured and unsecured long-term debt.

HONG KONG put in a cautious performance although bargain hunting among recent underperformers enabled prices to finish off their lows.

EMERGING MARKETS: IFC WEEKLY INVESTABLE PRICE INDICES

Table with columns: Market, No. of November 29, % Change, Dollar terms, Local currency terms. Rows include Latin America, Argentina, Brazil, Chile, Colombia, Mexico, Peru, Venezuela, Asia, China, South Korea, Philippines, Taiwan, India, Indonesia, Malaysia, Pakistan, Sri Lanka, Thailand, Euro/Mid East, Czech Rep, Greece, Hungary, Jordan, Poland, South Africa, Turkey, Zimbabwe, Composite.

ASIA PACIFIC

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Bombay has struck a three year low with sentiment bruised by a mounting toll of negative factors, writes Tony Tassell.

death of retail demand, high interest rates, mixed economic conditions, a lack of trust in the majority of corporate managements, continued sales by domestic institutions, high government borrowings to fund a rising fiscal deficit, a continuing flow of new paper into the market, fears of a further slowdown in corporate earnings and political uncertainty.

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FT/S&P ACTUARIES WORLD INDICES

Table with columns: NATIONAL AND REGIONAL MARKETS, US, Local, Gross, US, Local, Gross. Rows include Australia, Belgium, Brazil, Canada, Denmark, Finland, France, Germany, Hong Kong, Indonesia, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Philippines, Singapore, South Africa, Spain, Sweden, Switzerland, Thailand, United Kingdom, USA.

Financial Solutions in Project Finance. Advertisement for ING BARINGS and ING BANK, featuring various financial products like term loans, credit facilities, and project finance for different regions.

Vertical text on the right edge of the page, partially cut off, including words like 'Tighter' and 'closure take'.



TECHNOLOGY

**G**adget-hungry Japanese consumers can put Digital Video Disc at the top of their Christmas lists. DVD, which plays movies stored on a compact disc, has finally arrived in Japanese shops. Matsushita and Toshiba, two big Japanese consumer electronics groups, launched the first DVD players in their home market at the start of November, and rival producers plan to unveil their models early next year.

The long-awaited launch of DVD not only heralds the arrival of a new consumer format that could boost the electronics industry's flagging sales, it also marks the end of months of heated talks between the computer, consumer electronics and entertainment industries. So much was at stake that the launch was delayed while the three camps haggled over copyright protection.

The groups have been negotiating over the development of a system that prevents movies on DVD being copied on to other digital formats or analogue VHS tape. Unauthorised copying is estimated to cost the movie and video industries hundreds of millions of pounds each year, and DVD threatened to make the situation even worse.

DVD not only offers much better picture quality than VHS video tapes, but it is also a digital system. Whenever an analogue recording is copied, the picture quality is reduced, but with digital systems each copy is a good as the original.

What is more, the movie industry is also keen to protect what Lewis Ostrover, vice-president of new media applications and operations at Warner Home Video, describes as "intelligent sequential distribution". This involves releasing blockbuster movies at staggered intervals around the world. Typically, a movie will be launched in the US first, appearing in other territories, such as Europe, months later.

For years, the movie industry has relied on the different and incompatible television systems used by Europe and the US to control this method of distribution - a VHS tape developed for the US market will not play in a European VHS recorder. But because DVD is a digital system like music CDs and CD-Roms, the discs could theoretically be bought and used anywhere.

DVD movie titles will use a system called regional coding, which divides the world into six territories. North America, for instance, is designated Region One. Europe, Japan and South Africa are Region Two, and so on. DVD movie discs will contain a code or



George Cole on how industry giants have agreed on a method of protecting copyright for digital video discs

# Screenplay for CDs

flag which identifies the region they are designed for. DVD players will be developed for specific regions and contain circuitry that recognises only discs designed for their region. As a result, someone buying a DVD disc in Paris, Texas, will find that it does not play in a machine in Paris, France.

Developing a regional coding system was not difficult, but producing an anti-copy system has not been so easy. The situation is complicated by the fact that DVD will also be used by the computer industry as a giant storage medium for data, games and multimedia programs. The new discs, DVD-Roms, are played in new drives that can also play DVD movie titles on a computer screen.

Illegal copying of software is rife in the PC world, but as Jan Oosterveld, president of Philips's key modules division, explains: "New [versions of] software programs are released every three to six months, but a movie may have a lifetime of more than 60 years." What is more, the personal computer industry has so far shown little desire to copy-protect DVD-Roms, and sees such systems as an additional cost on DVD-Rom drives.

The DVD consortium, which includes Sony, Philips, Toshiba and Matsushita, set up the Copy Protection Technical Working Group, with members from the computer, electronics, movie and music industries. In October, the working group unveiled its agreed anti-copy system. The sys-

tem works by using complex mathematical codes or keys to scramble or encrypt the audio and video data on a DVD disc.

DVD uses keys that are up to 40-bit key long. Although a 40-bit key offers strong protection, it will not prevent professional hackers from cracking the code: "The system won't stop professionals but it will stop the casual copier," says Ostrover.

The original plan was to encrypt all the audio and video material on a DVD disc, but those in the PC industry, including Intel, the chipmaker, and International Business Machines, noted that this would require lots of processing power to unscramble. So the revised encryption system scrambles about only half

of the material, sufficient to make it unwatchable. DVD's encryption system is not mandatory. For example, someone making a video to be given away on a cover-mounted DVD disc may decide that it is not worth the expense of having the material protected.

But hardware companies wishing to make DVD players or DVD-Rom drives that can play encrypted movie titles will need to obtain a licence from a new, independent licensing body which will develop and distribute keys to hardware and software companies. The licensing body has not yet been appointed, and so Matsushita is distributing the encryption keys on behalf of the industry.

The DVD encryption process is complex. Each DVD movie title will have two unique keys known as the title key and disc key. These are used to encrypt the audio and video data, and also to ensure that only DVD players and drives with the correct descrambling circuitry can read DVD movie discs.

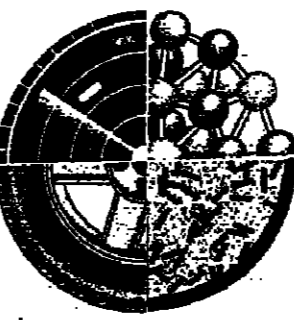
DVD-Rom drives will also contain an additional key which is checked by an authentication code on the disc. If the key is not present, the disc will not play.

Another system will be used to prevent consumers copying DVD video titles on to VHS tape. In order for DVD pictures to be watched on a television screen, the digital data is changed into an analogue video signal. DVD will use a system developed by Macrovision, a Californian company, to doctor the video signal. When the signal is copied on to video tape, the resulting pictures are jerky and suffer from colour disturbance.

But the proposed Macrovision system has not yet been tested on TV systems used in Europe, says Gerry Wirtz, general manager of Philips's copyright office. He adds: "It's not certain whether Macrovision can be used in some European countries, such as France and Germany, where consumers pay a levy that allows them to make private recordings." These issues will need resolving before DVD reaches Europe, probably next summer.

Wirtz says the copy protection agreement "now makes it possible to launch DVD on the market, but there are still some outstanding issues". These include developing specifications for a new "super audio" version of DVD - which will offer better sound quality than today's music CDs - and lobbying the US Congress to introduce laws that prevent anyone making, selling or using devices designed to circumvent DVD's anti-copy technology.

Worth Watching - Vanessa Houlder



Systems: Germany, tel 2087830; fax 208783268

A share of mobile information

A mobile telephone service was launched this week that provides real-time data on share prices and foreign exchange rates anywhere within the GSM network. The user is alerted by an alarm when certain pre-selected shares move outside a certain range.

The service, set up by Martin Dawes Telecommunications, costs £49 a year plus value added tax and 50p a message.

Martin Dawes Telecommunications: UK, tel (0)1925 411661; fax (0)1925 258544

Knitting in the fabric of life

A Scottish company has developed a new material for replacing diseased or damaged arteries. Made by Glasgow-based Vasutek, a subsidiary of Suter, the arteries are manufactured from knitted polyester coated with fine layers of a fluoropolymer.

The coating overcomes the risk of clotting, which until now prevented polyester from being used for blood vessels smaller than 6mm in diameter.

The new material is more flexible than the polytetrafluorethylene-based material now used. It also has a gelatin sealant that seals stitch-holes. The material, Fluoropassive, has won approval for use in the EU.

Vasutek: UK, tel (0)141 812555; fax (0)141 8127170

French company has a flutter

Company flags are meant to symbolise a company's identity, but they lose their impact in windless conditions. Atrstar, a French business, has designed a system that makes flags flutter anywhere, including indoor exhibition halls.

The Newind system, designed by Atrstar, is a transparent mast with a silent centrifugal fan built into its base, which blows air up the mast and releases it around the flag.

Atrstar: France, tel 476287185; fax 476251577



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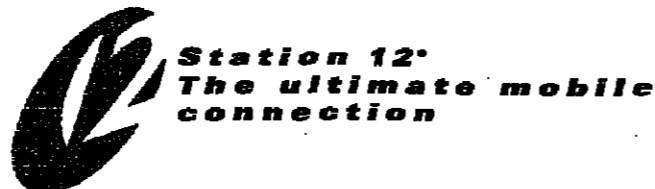
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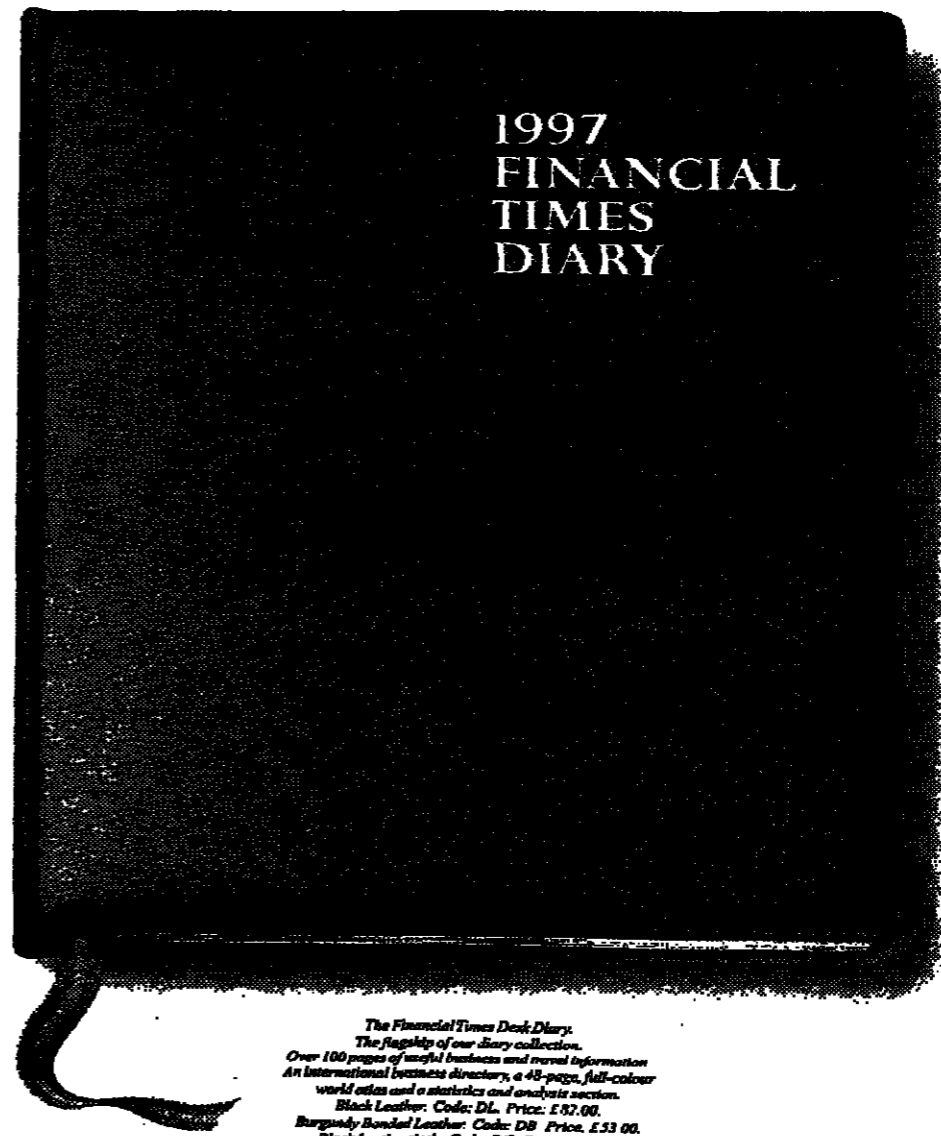
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FINANCIAL TIMES

JAVICO 1996

ARTS

Smiling, fun-packed Arnold Schwarzenegger is a sure sign that Christmas is on the way...



Anxious Dad Arnold Schwarzenegger braves Christmas stampede of shoppers to find Turbo Man doll for brat of a son in 'Jingle All The Way'

No need to point out that the Arnold voice is bizarre, even among the supposed German-American peoples of Minnesota...

The turkey season hots up

This is an entertaining, loopy film peopled entirely by artefacts. I had better, like an MP, declare my interests...

actors in Home For The Holidays, a comedy directed by Jodie Foster, would be if they all had to sit down and watch a video of Home For The Holidays...

JINGLE ALL THE WAY Brian Levant HOME FOR THE HOLIDAYS Jodie Foster THE DAY OF THE BEAST Alex de la Iglesia A CHINESE GHOST STORY Ching Siu Tung

Zen by Kwaidan. A young stranger (Leslie Cheung) seeks a night's refuge in an abandoned hut, only to be visited by every ghost, grave-risen seductress and passing mythical swordsman in the province...

The High Kings, which I shall review next week. As consolation, let me commend to any reader visiting New York, preferably with children, the Sony Imax experience on Broadway near Lincoln Center...

Like the left-for-dead shoppers in the store stampede scenes, the film's faint hints of a consumerist satire are soon trampled underfoot by the giant tide fire of the Turbo Man...

No one told actress-director Foster that the correct way to play a comedy teetering on the brink of farce is not to push it over. Instead we have wacky cutting, outré camera angles, overlapping dialogue and a general air of

effects are cheap and appalling, while those in Ching Siu Tung's A Chinese Ghost Story, revived at the National Film Theatre, are cheap and thrilling. This 1987 Hong Kong fantasy-adventure shows what a dazzling movie culture once belonged to this soon-to-be ex colony. The plot is out of A Touch Of

Unavoidable circumstances kept me from the Irish film The Last Of Zen by Kwaidan. A young stranger (Leslie Cheung) seeks a night's refuge in an abandoned hut, only to be visited by every ghost, grave-risen seductress and passing mythical swordsman in the province...



Kevin McNally and Griff Rhys Jones in Ben Travers's 1928 farce 'Plunder'

Theatre/David Murray

Silly-ass hero carries the play

Ben Travers' Plunder is 68 years old, and still doing quite nicely at the Savoy Theatre. Not quite what it was, I think, in the late 1920s...

It is pure pleasure to watch him fleshing out Travers' almost-innocent hero in pole-axed gestures and postures (practised to the hilt) that make his comically decent confusion palpable, exact and very funny...

laughs on his own account. That works well enough, and is enhanced during the police interrogation when he goes in for a faultless Terry-Thomas act...

INTERNATIONAL ARTS GUIDE

BARCELONA

EXHIBITION Fundació Joan Miró Tel: 34-3-3291908 Anatomism of the Soul - Jesús Galdeón

Konzerttheater Tel: 49-30-203090 Joachim Dalitz: the organist performs works by J.S. Bach

FRANKFURT

CONCERT Alte Oper Tel: 49-69-1340400 Rundfunkorchester der SWF with conductor Peter Falk

LONDON CONCERT Royal Festival Hall Tel: 44-171-9604242 Mozart Festival Orchestra

MADRID

EXHIBITION Museo d'Art de l'histoire Tel: 41-22-3114340 Adrian Schiess

Fundación Colección Thyssen-Bornemisza Tel: 34-1-4203944 Surrealist Games

METZ

CONCERT L'arsenal Tel: 33-87-39 92 00 Finnish Radio Symphony Orchestra

EXHIBITION The Metropolitan Museum of Art Tel: 1-212-879-5500 European Miniatures

PARIS

CONCERT Théâtre des Champs-Élysées Tel: 33-1-49 52 50 50 Ensemble l'Archibudelli

EXHIBITION Kunsthau Zürich Tel: 41-1-2516765 Wunderkammer Österreich

ZURICH

EXHIBITION Kunsthaus Zürich Tel: 41-1-2516765 Wunderkammer Österreich

Theatre With a quirky bizarre charm

In its short life, the theatre company Told By an Idiot has gathered a devoted following and, on the evidence of its latest show, it is easy to see why...

You Haven't Embraced Me Yet is a devised show, yet it has none of the scrappiness or lack of cohesion that afflict so many shows created this way...

are they brother and sister? Man and wife? Hard to say, but in the hands of Hayley Carmichael and Paul Hunter, they make a peculiarly poignant little couple...

Sarah Hemming

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Businessmen attack Manila over \$500m project Ethnic Chinese fail in Philippine airport bid

By Edward Luce and Justin Marozzi in Manila Plans by a group of the Philippines' wealthiest ethnic Chinese businessmen to secure a contract to build a US\$500m international airport in Manila have collapsed in acrimonious disagreements with the government.

the alternative bid, - submitted by Palcarco Consortium, a local group partly owned by Lufthansa, the German airline - had offered a more attractive package which AEDC had subsequently failed to better.

a new and modern international gateway, it was unfortunately hamstrung by unclear and inconsistent actions by the government, the businessmen said.

Thomson sell-off suspended

Called off the sale of a majority stake in CIC, the country's fifth-largest commercial bank, after the Privatisation Commission ruled that one of the two offers received for the group did not comply with the government's sales requirements.

Internet interest fuels IT mergers

The explosion of interest in the Internet has helped drive a 40 per cent increase in European mergers and acquisition activity in the information technology sector this year.

access provider, as well as US-based MFS Communications' purchase of UUNET, the parent of the UK's largest business Internet provider, Pipex.

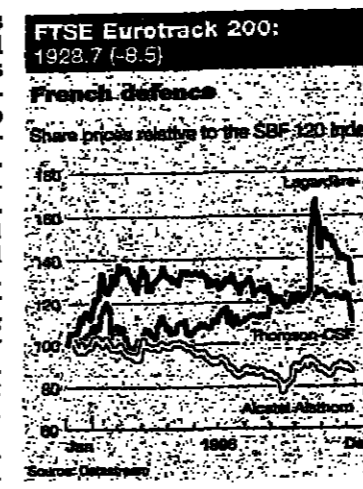
Revellers may have to shell out more for nuts

Consumers had better get cracking if they want to make sure of a crunchy Christmas. A possible shortage has pushed up prices of almonds and pistachios and the cost of hazelnuts has jumped 35 per cent since August after the Turkish government intervened in the market to bolster prices.

Pistachio prices have risen from \$3,200 a tonne in July to \$4,000 a tonne and Mr Dahlgard believes there will be a further rise of \$50-\$100 a tonne before next summer when supplies will run out.

THE LEX COLUMN Splitting Thomson's twins

The manner of Thomson's privatisation has been misconceived from the start because of the focus on French buyers and the insistence on selling Thomson's two businesses, defence and consumer electronics, as a bundle.



criticisms of the management's investment record. The ongoing return on investment may not have been exciting, but Williams has recorded a \$30m profit from a very mixed bag of businesses.

Century bonds If borrowing cheap money for 100 years sounds a finance director's idea of heaven International Business Machines has just entered paradise.

Williams Holdings Williams Holdings' evolution into a so-called focused conglomerate has been of little benefit to investors so far.

IBM launches largest century bond issue to raise \$850m

the \$4.3bn total has been launched since last November, following a strong bond market rally in 1995.

lar to equity because of its long duration, but the interest paid on bonds is tax-deductible.

age maturity of their bond portfolios, which are used to finance long-term liabilities.

increased risk in a 100 year bond ) is nominal," said Mr Arthur Hyde, head of syndicate and capital markets at Salomon Brothers, which arranged the IBM financing.

FT WEATHER GUIDE Europe today... Today's temperatures... Lufthansa logo and flight schedule table.

Advertisement for Hambros featuring the quote 'Wealth is the product of man's capacity to think' and the Hambros logo.

Vertical advertisement for FIN magazine with the headline 'seeks sale of... merger fails'.